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食养20年，坚持无添加，做年
迈的父母和年幼的孩子都能放心
食用的产品，从土地到餐桌，只
有爱好好原料，我们和你一起守
护全家人的健康。

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五谷磨房食品國際控股有限公司

Natural Food International Holding Limited

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Stock Code: 1837

2025 | ANNUAL REPORT

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(Registered by way of continuation in the Cayman Islands with limited liability)

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有爱好好原料
护全家人的健康

五谷磨房

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Corporate Information

BOARD OF DIRECTORS

Executive Directors

Ms. GUI Changqing
Mr. ZHANG Zejun

Non-executive Directors

Ms. TSE Cheung On Anne
Mr. WANG Duo

Independent Non-executive Directors

Mr. ZHANG Senquan
Mr. HU Peng
Mr. OUYANG Liangyi

AUDIT COMMITTEE

Mr. ZHANG Senquan (Chairman)
Mr. HU Peng
Mr. OUYANG Liangyi

REMUNERATION COMMITTEE

Mr. HU Peng (Chairman)
Mr. ZHANG Senquan
Mr. OUYANG Liangyi

NOMINATION COMMITTEE

Mr. OUYANG Liangyi (Chairman)
Ms. GUI Changqing
Mr. HU Peng

COMPANY SECRETARY

Mr. YUEN Sing Wai Lester, HKICPA

AUTHORISED REPRESENTATIVES

Mr. ZHANG Zejun
Mr. YUEN Sing Wai Lester, HKICPA

PLACE OF LISTING AND STOCK CODE

The Stock Exchange of Hong Kong Limited
Stock Code: 01837

HEAD OFFICE IN THE PEOPLE'S REPUBLIC OF CHINA

7th Floor, West Tower
Baidu International Building
No. 8 Haitian 1st Road
Binhai Community, Yuehai Street
Nanshan District
Shenzhen, PRC

PRINCIPAL PLACE OF BUSINESS IN HONG KONG

Unit 1003, 10th Floor, Asia Standard Tower,
59-65 Queen's Road Central,
Hong Kong

REGISTERED OFFICE

Maples Corporate Services Limited
PO Box 309, Ugland House
Grand Cayman, KY1-1104
Cayman Islands

COMPANY'S WEBSITE

<http://www.szwgmf.com>

AUDITORS

Ernst & Young
Certified Public Accountants
Registered Public Interest Entity Auditor
27th Floor, One Taikoo Place
979 King's Road
Quarry Bay
Hong Kong

五谷磨房

Corporate Information

HONG KONG SHARE REGISTRAR

Computershare Hong Kong Investor Services Limited
17M Floor
Hopewell Centre, 183 Queen's Road East
Wanchai, Hong Kong

CAYMAN ISLANDS PRINCIPAL SHARE REGISTRAR AND TRANSFER OFFICE

Maples Fund Services (Cayman) Limited
PO BOX 1093, Boundary Hall
Cricket Square, Grand Cayman
KY1-1102, Cayman Islands

PRINCIPAL BANKERS

Ping An Bank
China Merchants Bank
China Resources Bank of Zhuhai
Agricultural Bank of China
Bank of China
Bank of Communications
Bank of Beijing
Rural Commercial Bank

Management Discussion and Analysis

BUSINESS REVIEW

Natural Food International Holding Limited (the “**Company**”, together with its subsidiaries, collectively referred to as the “**Group**” or “**we**”) is committed to safeguarding health with dietary nourishment and producing functional foods to provide health benefits to everyone in the family can enjoy the most. Our vision is to integrate Eastern dietary nutrition into 100 million households globally. We have, over the past two decades, established “Wugu Mofang” as a beloved and widely acclaimed brand in China that specializes in dietary nutrition with medicine and food homology.

In 2025, our strategy as “to be an expert brand offering dietary nutrition originated from medicine and food homology” continued to unleash growth vitality. To effectively meet consumers’ diverse wellness needs, we continuously refined and upgraded our three core product portfolios: Chinese health-conditioning and functional foods, Chinese dietary nutritious breakfast and health nutritious gift box series. Through more refined and differentiated channel operation strategies, we constantly strengthened our brand value, deepened consumer engagement, and achieved continuous enhancement in brand value.

Benefiting from the efficient implementation of these strategies, during the financial year, the Group maintained our leading position as an expert brand to offer dietary nutrition originated from medicine and food homology. Revenue increased by 22.6% to RMB2,525.6 million (corresponding period in 2024: RMB2,060.4 million). Net profit increased by 41.4% to RMB265.7 million (corresponding period in 2024: RMB187.9 million).

With our overall performance in 2025, after considering the Group’s earnings, overall financial condition, and capital expenditure, the board (the “**Board**”) of directors (the “**Directors**”) of the Company has recommended a final dividend of HK\$0.069 per share for the financial year 2025, totalling approximately RMB132.9 million (2024: RMB80.4 million), representing 50.0% of the profit for the year (corresponding period in 2024: 42.8%).

OUR PRODUCTS

The Group focuses on the Chinese dietary nutrition sector. Building on ingredients in homology of medicine and food, we have deeply cultivated the market demand for Chinese conditioning and functional improvement, chinese dietary nutritious breakfast, as well as the health and wellness gifting.

Chinese Health-Conditioning and Functional Foods

Chinese health-conditioning and functional foods refer to foods having homology of medicine and food as its core value. They are meticulously developed by integrating modern nutritional science and manufacturing processes with traditional Chinese dietary culture. Functional foods help consumers manage their health, address physical imbalances, and overcome sub-health conditions.

Management Discussion and Analysis

During the Reporting Period, we launched several new products addressing differentiated specific functional appeals. We also continuously refined product formulations to better meet consumer needs. “Clearing Damp” (Yellow Coix Seed & Radix Fici Simplicissimae Nutritious Cereal Powder), which effectively removes dampness (improves body water metabolism and waste excretion efficiency), has been widely acclaimed and increased significantly in market share during this financial year.

Furthermore, we comprehensively upgrade the packaging for this product series. Inspired by ancient herbal classics and incorporating the warm, caring house-shaped design that symbolizes Wugu Mofang, the new packaging allows consumers to intuitively experience and truly appreciate the brand’s deep heritage in Chinese dietary nutrition in homology of medicine and food, as well as our unwavering commitment.

Chinese Dietary Nutritious Breakfast

Chinese dietary nutritious breakfast refer to food that blend the millennia-old wisdom of dietary nutrition in homology of medicine and food into modern daily meals, offering consumers healthier food choices.

During the Reporting Period, the Company continued to meticulously refine its core star product, namely the “Walnut, Sesame Black Bean Powder”. As a classic cereal dietary powder product that has been a best-seller for years, its growth momentum was still vibrant and its market penetration continues to grow. To further enhance product portfolio, continuously broaden consumer base, and increase product penetration rate, the Group launched the stick-pack product. Leveraging winter nourishing food scenarios and collaborating with celebrities and food influencers strongly associated with nourishment, we massively promoted the benefits of black sesame nourishment in winter times and achieved notable results in developing our brand’s consumer reach.

Gift Box Series

Healthy gifting for traditional festive seasons has become an increasingly popular concept. The Group’s products, tailored to different target consumer groups and gifting needs, are widely embraced by consumers during the financial year.

The Group has also established a brand gift-giving mindset centered around the core scenario of “giving health to elders” by leveraging the two major traditional festivals, Mid-Autumn Festival and Chinese New Year. We also invited widely favourable celebrities to participate in high-quality creative brand advertising. Combined with precise exposure generated from content secondary-creation by premium social media content and targeted gift-giving users, we showcased Wugu Mofang’s gifting scenarios across various social medias. This strategy reinforced the brand’s healthy gifting image and enhanced brand awareness and favourability. These marketing campaigns achieved outstanding results in high-quality content exposure, consumer reach, and audience expansion.

Management Discussion and Analysis

OUR CHANNELS

During the Reporting Period, the Group continued to promote the synergistic development of omni-channels. Offline, we actively expanded our supermarket counters and offline shelves businesses while simultaneously improving their operational efficiency. Online, the Group dedicated to strengthening our leading position on e-commerce platforms such as interest-based e-commerce and search-based e-commerce.

Supermarket Counters

Facing the deepening structural changes in the offline commercial environment, the Group injected sustainable growth vibrancy into its supermarket counter business by continuously increasing its penetration in the new retail formats. These new formats, characterized by more targeted customer bases and superior consumer experiences, have achieved significantly better operational performance than traditional formats. The Group's supermarket counter business has long been dedicated to providing precise Chinese dietary solutions in homology of medicine and food to its target consumers, which are widely embraced by these new retail formats. Our sales productivity per store under these new formats achieved significant increase, demonstrating significant growth potential.

Meanwhile, for our supermarket counters in traditional formats, we maintained steady improvements in store productivity through more refined operational methods and the continuous optimization of consumer shopping experience.

As a result, the Group's supermarket counter business achieved revenue of RMB967.4 million during the financial year, representing a 23.7% increase compared to the same period last year.

Offline Shelves Channel

Amidst the continuous transformation of traditional retail channels, the Group firmly believes that the offline shelves channel remains a crucial arena for building a more extensive distribution network. Notably, membership-based supermarkets have achieved remarkable growth driven by their precise customer targeting, differentiated operational strategies, and strong "siphon effect". By increasing sales outlets, expanding the distribution network, and deepening collaboration with key major clients, the Group achieved rapid breakthroughs and efficient growth in its offline shelves channel business.

During the Reporting Period, the Group continued to iterate its existing products and deeply explored consumer demands to develop new products, delivering richer and more innovative product experiences to consumers.

During the Reporting Period, the Group's offline shelves channel business achieved revenue of RMB527.6 million, representing an increase of 47.6% compared to the same period last year.

Management Discussion and Analysis

E-commerce

During the Reporting Period, the Group dedicated to strengthening our leading position on e-commerce platforms such as interest-based e-commerce and search-based e-commerce.

On the interest-based e-commerce platforms, primarily Douyin Marketplace, we are continuously enhancing the team's organizational capabilities through integrated marketing to optimize the brand's livestream room sentiment, innovate content formats continuously, and implement refined advertising operations. Therefore, we achieved precise targeting and efficient conversion of our intended consumer groups. On the search-based e-commerce platforms such as Tmall and JD.com, we maintained our top-tier brand position by precisely securing key platform resources and employing flexible product portfolio strategies.

During the Reporting Period, the Group was accoladed many prestigious awards, including the “Douyin Food & Beverage Health Industry Annual Trend Brand” and the “2025 Tmall Supermarket Super Leading Brand”.

In 2025, the Group's e-commerce channel business achieved revenue of RMB1,030.6 million, representing an increase of 11.9% compared to the same period last year.

FUTURE OUTLOOK

In 2026, Wugu Mofang will continue to uphold its strategy as “to be an expert brand offering dietary nutrition originated from medicine and food homology”, steadfastly driving sustainable development with a long-term perspective and moving forward in a market environment embraced with opportunities and challenges.

In the product strategy front, we will continue to focus on needs within the Chinese dietary nutrition spectrum, dedicating ourselves to enhancing the competitiveness of Chinese health-conditioning and functional products in order to consistently increase our market share. For Chinese dietary nutritious breakfast, we will persistently focus on our flagship products “Walnut Sesame Black Bean Powder” (核桃芝麻黑豆粉) to increase its market penetration and actively cultivate the second major product in the instant beverage mix category. For health nutritious gift box, we will focus on core traditional festival scenarios such as Chinese New Year and Mid-Autumn Festival. By optimizing the layout of our gift box product line, we aim to develop evergreen best-sellers. Simultaneously, we will cultivate brand gifting mindset to continuously increase our market share in the health-oriented gifting market. Furthermore, we will continue to enhance product value and strengthen our brand competitiveness through deeper involvement in upstream core raw material sourcing and continue to achieve breakthroughs in core production and processing technologies.

Regarding channel strategy, we will adhere to the synergistic development of omni-channels, continue to optimize channel structure, and provide consumers with premier shopping experience both online and offline.

The year 2026 marks the 20th anniversary of the “Wugu Mofang” brand. We believe that our Wugu Mofang team's perseverance spirit, along with the experience and capabilities accumulated through past encounters, will support us in forging ahead to a more promising future.

Management Discussion and Analysis

FINANCIAL REVIEW

Revenue

For the year ended 31 December 2025, the Group recorded a revenue of RMB2,525.6 million, representing an increase of 22.6% as compared to 2024 (2024: RMB2,060.4 million).

The Group sells its products through an extensive network of offline channels, including supermarket counter business and offline shelf business, as well as online channels, including major e-commerce platforms and WeChat member stores. The following table sets out details of the Group's revenue by sales channel, each expressed in the absolute amount and as a percentage to its total revenue, for the years indicated:

	For the year ended 31 December			
	2025		2024	
	RMB'000	%	RMB'000	%
Offline channels	1,494,944	59.2	1,139,501	55.3
Supermarket counter business*	967,370	38.3	782,113	38.0
Offline shelf business*	527,574	20.9	357,388	17.3
Online channels	1,030,647	40.8	920,866	44.7
E-commerce platforms (including WeChat member stores)	1,030,647	40.8	920,866	44.7
Total	2,525,591	100.0	2,060,367	100.0

* The supermarket counter business in 2025 was called "offline concessionary counter" in 2024; and the offline shelf business in 2025 was named "new channel business" in 2024.

For the year ended 31 December 2025, the absolute amount of revenue generated from sales through the Group's offline and online channels both increased as compared to the year ended 31 December 2024, among which, the offline channel business recorded a greater growth, representing an increase of approximately 31.2%, which was mainly due to the Group's effective enhancement of the operational efficiency of supermarket counter business and the effective implementation of offline shelf business development strategy.

Management Discussion and Analysis

As a percentage to the total revenue, revenues generated from sales through the offline channels increased from 55.3% in 2024 to 59.2% in 2025, while revenue generated from sales through the online channels decreased from 44.7% in 2024 to 40.8% in 2025.

Cost of Sales, Gross Profit and Gross Profit Margin

The Group's cost of sales increased by approximately 25.4% from RMB704.1 million for the year ended 31 December 2024 to RMB883.1 million for the year ended 31 December 2025, which was mainly due to an increase in sales volume and production volume that led to the increase in raw material costs, packing and other material costs, and manufacturing costs.

Gross profit for the Group increased from approximately RMB1,356.3 million for the year ended 31 December 2024 to approximately RMB1,642.5 million for the year ended 31 December 2025. The gross profit margin slightly decreased from 65.8% for the year ended 31 December 2024 to 65.0% for the year ended 31 December 2025, which was mainly due to the growth in overall revenue (an increase of approximately 22.6%) and a corresponding increase (approximately 25.4%) in cost of sales.

Other Income and Gains

Other income and gains of the Group slightly increased from approximately RMB20.3 million for the year ended 31 December 2024 to approximately RMB22.0 million for the year ended 31 December 2025, which was mainly attributable to an increase in government grants.

Selling and Distribution Expenses

The Group's selling and distribution expenses primarily consist of commission expense, labour service expense, salary and employee benefit expenses of salesmen, sales promotion expenses and others. The selling and distribution expenses increased from approximately RMB1,043.4 million for the year ended 31 December 2024 to approximately RMB1,234.6 million for the year ended 31 December 2025 by 18.3%, which was mainly attributable to the increase in promotional and marketing expenses and salaries and employee benefit expenses in line with the sales growth.

Management Discussion and Analysis

Administrative Expenses

The Group's administrative expenses primarily comprise salary and employee benefit expenses, research and development expenses, depreciation and amortisation, other taxes and fees and intermediary service expenses. The administrative expenses slightly decreased from approximately RMB106.1 million for the year ended 31 December 2024 to approximately RMB99.7 million for the year ended 31 December 2025 by 6.0%. Such decrease was due to the decrease in research and development expenses and in other expenses.

Impairment of Financial Assets

The Group recorded an impairment loss on financial assets of approximately RMB0.02 million for the year ended 31 December 2024, while the Group recorded an impairment loss on financial assets of approximately RMB1.8 million for the year ended 31 December 2025, which was mainly attribute to the impairment recognized for increased trade receivables and extended aging.

Other Business Expenses

Other business expenses of the Group decreased from approximately RMB7.1 million for the year ended 31 December 2024 to approximately RMB2.3 million for the year ended 31 December 2025 primarily due to the decrease in exchange loss.

Finance Costs

For the year ended 31 December 2025, the Group's finance costs slightly decreased from approximately RMB0.38 million for the year ended 31 December 2024 to approximately RMB0.36 million attributable to a tiny decrease in the interest expense on lease liabilities.

Profit before Tax

As a result of the foregoing, the Group recorded a profit before tax of approximately RMB325.8 million for the year ended 31 December 2025, while a profit before tax of approximately RMB219.6 million for the year ended 31 December 2024.

Income Tax Expense

The Group's income tax expense was RMB60.1 million for the year ended 31 December 2025, while the income tax expense was RMB31.7 million for the year ended 31 December 2024, which was mainly due to an increase in tax charge for the year.

Profit for the Year

The Group recorded a profit of approximately RMB265.7 million for the year ended 31 December 2025, while a profit of approximately RMB187.9 million for the year ended 31 December 2024, representing an increase of approximately 41.4%.

Management Discussion and Analysis

FINANCIAL RESOURCES REVIEW

Working Capital and Financial Resources

	As at 31 December 2025 (RMB million)	As at 31 December 2024 (RMB million)
Trade and bills receivables	272.2	223.7
Trade payables	135.1	114.0
Inventories	160.8	94.6
Trade receivables turnover days ⁽¹⁾	36	39
Trade payables turnover days ⁽²⁾	51	55
Inventory turnover days ⁽³⁾	53	49

Notes:

- (1) Trade receivables turnover days = 365 days x (average balance of trade and bills receivables at the beginning and at the end of the relevant period)/revenue in the reporting period.
- (2) Trade payables turnover days = 365 days x (average balance of the trade payables at the beginning and at the end of the relevant period)/cost of sales in the reporting period.
- (3) Inventory turnover days = 365 days x (average balance of inventory at the beginning and at the end of the relevant period)/cost of sales in the reporting period.

The increase of trade and bills receivables was primarily attributable to the increase in revenue. The trade receivables turnover days was 36 days for the year ended 31 December 2025 (31 December 2024: 39 days).

The increase of trade payables was primarily attributable to an increase in the purchase of raw materials and packaging materials used for production. The trade payables turnover days was around 51 days for the year ended 31 December 2025 (31 December 2024: 55 days).

The inventories book value was at around RMB160.8 million as at 31 December 2025 (31 December 2024: RMB94.6 million). The increase in inventory was mainly due to the anticipated future sales growth.

Management Discussion and Analysis

Liquidity and Financial Resources

As at 31 December 2025, the Group's cash and unrestricted bank deposits amounted to RMB1,227.0 million, representing an increase of approximately 10.4% from RMB1,111.6 million as at 31 December 2024.

As of 31 December 2025, the Group's primary uses of cash were payment for suppliers, daily operating expenses, purchase of items of property, plant and equipment, purchase of time deposit and financial assets (i.e. wealth management product) at fair value through profit or loss. The Group financed its liquidity requirements through cash flows generated from its operating activities.

As at 31 December 2025, the Group had no interest-bearing borrowings (31 December 2024: nil).

Net cash flows from operating activities were RMB236.0 million in 2025, as compared with net cash flows from operating activities of RMB271.5 million in 2024. Net cash from investing activities were RMB48.5 million in 2025, as compared with net cash used in investing activities of RMB201.4 million in 2024. Net cash used in financing activities were RMB102.8 million in 2025, as compared with net cash used in financing activities of RMB76.3 million in 2024.

As at 31 December 2025, the Group had net current asset of RMB1,323.5 million, as compared with net current asset of RMB1,182.7 million as at 31 December 2024.

Capital Commitments

As at 31 December 2025, the Group had capital commitments of RMB4.4 million, primarily for the purchase of production equipment, while the Group had contracted but not provided for capital commitments of approximately RMB0.9 million as at 31 December 2024.

Currency Exposure and Management

The Group operates its business in China and conducts domestic business in RMB. Substantially all of the Group's assets are denominated in RMB and HK\$, and the Group mainly incurs cost in HK\$ and RMB. The Group is exposed to foreign exchange risk with respect mainly to HK\$ which may affect the Group's performance. The management is aware of the possible exchange rate exposure due to the continuing fluctuation of the exchange rate between HK\$ and RMB and will closely monitor its impact on the performance of the Group to see if any hedging policy is necessary. The Group currently does not have any foreign currency hedging policy.

Management Discussion and Analysis

Contingent Liabilities

As at 31 December 2025, the Group had no contingent liabilities (31 December 2024: nil).

Pledge of Assets

As at 31 December 2025, the Group had no pledge of assets (31 December 2024: nil).

Interest-bearing Gearing Ratio

As at 31 December 2025, the Group's interest-bearing gearing ratio (calculated by dividing total lease liabilities by total assets as of the end of each year) was approximately 0.3% (31 December 2024: 0.6%).

Employees and Remuneration Policy

As at 31 December 2025, the Group had 475 employees, as compared with 516 employees as at 31 December 2024. For the year ended 31 December 2025, costs of employees, excluding Directors' emoluments and R&D cost, amounted to a total of RMB153.1 million, representing an increase of approximately 4.0% as compared to RMB147.2 million in 2024. The Group will regularly review its remuneration policy and the benefits granted to its employees with reference to market practice and the performance of individual employees.

Determination of directors' remuneration and the remuneration of the executives of the Company: The remuneration committee of the Company makes recommendations to the Board with reference to the prevailing market remuneration levels, based on the qualifications and experience of each director, their responsibilities undertaken and contribution to the Group. The Board is authorized by the shareholders of the Company at the annual general meeting to determine the directors' remuneration and the remuneration of the executives, having regard to the Group's operating results, individual performance and comparable market statistics.

Emolument policies of the Group's employees are formulated by management with the authorization by the Board with reference to the qualification and experience of each employee, their responsibilities undertaken, contribution to the Group, and the prevailing market level of remuneration for executives of similar position.

Emolument policies include cash and equity incentives. The Group has also adopted a share option scheme and a share award scheme (the "**Share Award Scheme**") for the purpose of providing incentives to directors, eligible employees and third party service providers. Further details in relation to these schemes will be set out in the section headed "Report of Board of Directors" of the annual report of the Company for the year ended 31 December 2025.

The Group provides both internal and external training sessions to employees to improve their work performances. The internal training includes induction training and on-the-job training which can be conducted either physically or remotely. It covers various aspects of the employees' development, which include, among other things, safety awareness, general skills, professional skills and management capabilities. The Group also encourages and sponsors the employees to attend external training programmes from time to time to further improve their technical knowledge and professional skills.

Directors and Senior Management

DIRECTORS

Executive Directors

Ms. GUI Changqing (桂常青), aged 53, is the Chairman of the Board and an executive Director of the Company. Ms. GUI was appointed as a Director on 30 November 2009. She also serves as a director and/or the general manager of each of the wholly-owned subsidiaries of the Group, Natural Food HK, Natural Food Online Limited (天然食品在線有限公司), Shenzhen Fuya and Guangzhou Natural Food. She is responsible for formulating and overseeing the overall development strategies and business plans of the Group and has continued to provide guidance on the range and variety of products offered by the Group since its establishment. Ms. GUI is a director of Natural Capital Holding Limited, a substantial shareholder of the Company within the meaning of Part XV of SFO. She graduated from Hubei Institute of Industry (湖北工學院), now known as Hubei University of Technology (湖北工業大學) with a bachelor's degree in industrial design in June 1995. She further completed her studies in master of business administration at the Research Institute of Tsinghua University in Shenzhen (深圳清華大學研究院) in December 2015. She is the wife of Mr. ZHANG Zejun, the Founder, the Chief Executive Officer and an executive Director of the Company.

Mr. ZHANG Zejun (張澤軍), aged 52, is the Founder, a Controlling Shareholder, the Chief Executive Officer of the Group and an executive Director of the Company. He was appointed as a Director on 29 January 2010. Mr. ZHANG is also the general manager of each of the major wholly-owned operating subsidiaries of the Group, namely Shenzhen Changqing Food Tech Co., Ltd. (深圳常青食品科技有限公司) and Shenzhen Natural Food Co., Ltd. (深圳天然食品貿易有限公司), and a supervisor of Shenzhen Xiangya, another wholly-owned subsidiary of the Group. He is primarily responsible for implementing and overseeing the overall business development, management and operations of the Group. Mr. Zhang has over 10 years of experiences in the natural health food industry. He founded the business in 2007 and has been the key driver of the business strategies and achievements to date. Mr. Zhang is a director of Natural Capital Holding Limited, a substantial shareholder of the Company within the meaning of Part XV of SFO. He completed his studies in master of business administration at the Research Institute of Tsinghua University in Shenzhen (深圳清華大學研究院) in December 2015. He is the husband of Ms. GUI Changqing, the Chairman and an executive Director of our Company.

Non-executive Directors

Ms. TSE Cheung On Anne (謝長安), aged 49, was appointed as the non-executive Director on 30 September 2019. She currently acts as CEO in the Greater China Region of PepsiCo., Inc. (the "PepsiCo"), a company listed on the NASDAQ (stock code: PEP) since November 2021 and as CEO, APAC Foods of PepsiCo, Inc. from January 2025 onwards. She joined PepsiCo in October 2010 and successively served as senior director of strategy in the Greater China Region, general manager of new business in the Greater China Region, VP of e-Commerce in the Greater China and Asia, Middle East and North Africa, general manager of foods in the Greater China Region and the Chief Consumer Officer in the Asia Pacific of PepsiCo, Inc. She was an outside director of Calbee, Inc., a company listed on the Tokyo Stock Exchange (stock code: 2229), from June 2019 to July 2020. Prior to joining PepsiCo, she served as CEO of Mannings China from March 2008 to March 2010, and various positions including associate principal at McKinsey & Company, a strategic consulting firm, from 1998 to 2008. Ms. Tse obtained her bachelor of business administration degree in finance from the Chinese University of Hong Kong in June 1998, and her master of business administration degree in finance and marketing from Kellogg School of Management at Northwestern University in the United States in June 2003.

Directors and Senior Management

Mr. WANG Duo (王鐸), aged 47, was appointed as the non-executive Director on 30 September 2019. He is the founding partner of Mangrove Capital, a fund headquartered in the PRC which focuses on the growth stage investment in leading companies in cloud computing, big data, enterprise services, financial technology, and internet information. Prior to founding Mangrove Capital in 2016, he was a partner of SAIF Partners, a technology, media and telecommunications venture capital fund, from 2006 to 2016, and a senior investment manager at ZTE Corporation, a telecom equipment and solutions provider, from 2004 to 2006. He has been a chartered financial analyst since 2005 and he is one of the founding members of the CFA Society Beijing, a member of the CFA Institute global network of societies. He was also named as one of the “Top 40 Investors Under 40” in 2014 by Cyzone, a venture capital media in the PRC. He was a non-executive director of Ozner Water International Holding Limited, a company listed on the Stock Exchange (stock code: 2014), from September 2017 to May 2020. He obtained a bachelor’s degree in commerce and information systems from the University of Melbourne in Australia in 2001.

Independent non-executive Directors

Mr. ZHANG Senquan (張森泉), formerly known as Zhang Min (張敏), aged 49, was appointed as the independent non-executive Director on 19 November 2018 and is responsible for supervising and providing independent advice and judgment to the Board. He currently serves as the audit principal of Nortex (HK) CPA Limited.

He is currently an independent non-executive director of Strawbear Entertainment Group (stock code: 2125), Chenqi Technology Limited (stock code: 9680) and Shanghai Bao Pharmaceuticals Co., Ltd. (stock code: 2659), and an independent director of Shandong Weigao Blood Purification Products Co., Ltd. (山東威高血液淨化製品股份有限公司) (the shares of which are listed on the Shanghai Stock Exchange (stock code: 603014)). He has also been serving as a joint company secretary of Zhonggan Communication (Group) Holdings Limited (stock code: 2545), a company secretary of China General Education Group Limited (stock code: 2175) and Yunhong Guixin Group Holdings Limited (stock code: 8349).

He had also served as the chief executive officer of Zhong Rui Capital (Hong Kong) Limited from May 2018 to July 2024.

Directors and Senior Management

He also once served in other companies listed on the Stock Exchange, including: (i) Guanze Medical Information Industry (Holding) Co., Ltd. (stock code: 2427) as a company secretary from September 2021 to December 2025; (ii) TYK Medicines, Inc (stock code: 2410) as an independent non-executive director from January 2024 to September 2025; (iii) Jiande International Holdings Limited (formerly known as First Mobile Group Holdings Limited) (stock code: 865) as an independent non-executive director from October 2016 to December 2024; (iv) Sang Hing Holdings (International) Ltd. (stock code: 1472) as an independent non-executive director from January 2020 to April 2023; (v) Southwest Securities International Securities Limited (stock code: 812) as the managing director from February 2016 to March 2020; (vi) Casablanca Group Limited (stock code: 2223) as an independent non-executive director from April 2015 to April 2018; (vii) Huazhong In-Vehicle Holdings Company Limited (stock code: 6830) as the chief financial officer and joint company secretary from May 2014 to July 2015; and (viii) Goodbaby International Holdings Limited (stock code: 1086) as the head of the strategic development department from March 2013 to April 2014.

He has over twenty years of experience in accounting and auditing, and worked at Ernst & Young Hua Ming, KPMG Huazhen and Deloitte Touche Tohmatsu CPA Ltd., serving several positions from audit staff to audit partner from October 1999 to October 2012. He has been a member of Hong Kong Institute of Certified Public Accountants since September 2011, China Institute of Certified Public Accountants since December 2001 and American Institute of Certified Public Accountants since September 2015. He obtained his bachelor's degree in economics from Fudan University in Shanghai, the PRC in July 1999.

Mr. HU Peng (胡芑), aged 50, was appointed as the independent non-executive Director on 19 November 2018, and is responsible for supervising and providing independent advice and judgment to the Board. He served as the head of equity capital markets, a managing Director and a management committee member of Huatai Financial Holdings (Hong Kong) Ltd., a wholly-owned subsidiary of Huatai Securities Co., Ltd. from October 2015 to June 2018, the shares of which are listed on the Stock Exchange (stock code: 6886) ("**Huatai**"). Prior to joining Huatai in October 2015, he worked in the investment banking division of UBS AG from July 2010 to September 2015 and in Citigroup Global Market Asia Limited from February 2007 to July 2010. Before his career in Citigroup, he was primarily engaged in theoretical and empirical research in the areas of credit risk, close-end fund, Chinese capital markets and restructuring of state-owned enterprise, with extensive experience in both strategic analysis and marketing consulting. He was approved as a responsible officer under the SFO and was licensed to conduct Type 1 (dealing in securities), Type 4 (advising on securities) and Type 6 (advising on corporate finance) of the regulated activities as defined under the SFO during the period working at Huatai, Investment Banking Division of UBS AG and Citigroup Global Market Asia Limited. He obtained each his Master of Science degree in Operations Research and Management Science, Master in Research in Business Studies and PhD degree in finance from the University of Edinburgh in the United Kingdom in December 1998, July 2000 and June 2008, respectively.

Directors and Senior Management

Mr. OUYANG Liangyi (歐陽良宜), aged 48, was appointed as the independent non-executive Director on 19 November 2018, and is responsible for supervising and providing independent advice and judgment to the Board. He currently serves as an Associate Professor of Finance at Peking University HSBC Business School since August 2013 and has become the Associate Dean in March 2013 and subsequently the Deputy Dean in November 2017. He was a lecturer and an Associate Professor of the School of Economics at Peking University from September 2004 to August 2009 and from then till July 2013, respectively, with a focus on private equity and derivatives. He obtained his bachelor's degree in economics from Peking University in July 1999 and PhD in Finance from The University of Hong Kong in December 2005. He has been a Chartered Financial Analyst since 2006.

SENIOR MANAGEMENT

Mr. XIONG Xinsheng (熊鑫升), aged 63, is a General Manager of Finance of the Group. He joined the Group in August 2015 and is responsible for financial planning, accounting and audit, financial and treasury management and internal controls. Prior to joining the Group, he served as a civil servant in the taxation bureau of Xianfeng and Enshi, Hubei Province, PRC from September 1989 to August 2015. He completed his studies in business management from Hubei Radio & TV University (湖北廣播電視大學) in July 1989. He also completed his remote undergraduate education in laws at the Party School of the Central Committee of CPC (中共中央黨校) in December 2001. He completed his master's studies in business administration at the Research Institute of Tsinghua University in Shenzhen (深圳清華大學研究院) in December 2015.

COMPANY SECRETARY

Mr. YUEN Sing Wai Lester (袁陞璋), aged 38, was appointed as the company secretary of the Company on 30 October 2023. He is a certified public accountant of the Hong Kong Institute of Certified Public Accountants and hence possesses the requisite qualifications under Rules 3.28 and 8.17 of the Listing Rules to discharge the functions of the company secretary of the Company. Mr. Yuen has more than twelve years of working experience in the fields of legal, accounting and compliance (the Sarbanes-Oxley Act, company secretarial and listing matters). He has gained his solid professionalism from senior and/or managerial positions in audit and assurance and advisory arms of two of the Big Four accounting firms and regional compliance office in an European multinational healthcare company dually listed on the New York Stock Exchange and the Frankfurt Stock Exchange. Mr. Yuen holds degrees in Bachelor of Laws and Bachelor of Commerce in Accounting with Distinction from the University of New South Wales.

Corporate Governance Report

The Company is committed to fulfilling its responsibilities to its shareholders (the “**Shareholders**”) and protecting and enhancing Shareholders’ value through good corporate governance.

The Directors deeply recognise the importance of incorporating elements of good corporate governance in the management structures, internal control and risk management procedures of the Group so as to achieve effective accountability.

CORPORATE GOVERNANCE PRACTICES

The Board continues to review and monitor the corporate governance of the Company with reference to the Corporate Governance Code and Corporate Governance Report (the “**CG Code**”) set out in Appendix C1 to the Listing Rules so as to maintain a high standard of corporate governance of the Company.

The Company has applied the principles and code provisions of the CG Code as contained in Part 2 of Appendix C1 to the Listing Rules as its own code of corporate governance.

The Board is of the view that during the year ended 31 December 2025, the Company has complied with applicable code provisions as set out in the CG Code.

SECURITIES TRANSACTIONS BY DIRECTORS

The Company has adopted the Model Code for Securities Transactions by Directors of Listed Issuers (the “**Model Code**”) as contained in Appendix C3 to the Listing Rules as its own code of conduct governing the securities transactions by the Directors. Following specific enquiries made by the Company on each of the Directors, all Directors have confirmed that they had complied with the Model Code during the Reporting Period.

The Board has also adopted the Model Code as guidelines for its relevant employees who are likely to be in possession of inside information of the Group in respect of their dealings in the securities of the Company. No incident of non-compliance of the Model Code by the relevant employees was noted by the Company during the Reporting Period.

Corporate Governance Report

BOARD OF DIRECTORS

Responsibilities

The Board is primarily responsible for overseeing and supervising the management of the business affairs and the overall performance of the Group. The Board sets the Group's values and standards and ensures that the requisite financial and human resources support is in place for the Group to achieve its objectives and long-term success. The functions performed by the Board include but are not limited to convening general meetings, implementing the resolutions passed at the general meetings, determining the business and investment plans of the Group, formulating the annual financial budget and financial statements of the Group, and formulating the proposals for dividend distributions as well as exercising other powers, functions and duties as conferred by the Company's articles of association (the "**Articles of Association**"). The Board has established Board committees and has delegated to these Board committees various responsibilities as set out in their respective terms of reference. The responsibilities of these Board committees include and are not limited to monitoring the Group's operational and financial performance, and ensuring that appropriate and effective internal control and risk management are in place. The Board may from time to time delegate certain functions to management of the Group if and when considered appropriate. The management is mainly responsible for the execution of the business plans, strategies and policies adopted by the Board and assigned to it from time to time. The Directors have full access to information of the Group and the management has an obligation to supply the Directors with adequate information in a timely manner to enable the Directors to perform their responsibilities. The Directors are entitled to seek independent professional advice in appropriate circumstances at the Company's expense.

Composition

As of the Date of the Annual Report, the Board comprised seven members, consisting of two executive Directors, two non-executive Directors and three independent non-executive Directors (the "**INEDs**"), as follows:

Executive Directors

Ms. GUI Changqing (*Chairman*)

Mr. ZHANG Zejun (*Chief Executive Officer*)

Non-executive Directors

Ms. TSE Cheung On Anne

Mr. WANG Duo

Independent non-executive Directors

Mr. ZHANG Senquan

Mr. HU Peng

Mr. OUYANG Liangyi

Corporate Governance Report

The biographical details of all the Directors are set out in the section headed “Directors and Senior Management” of this Report.

None of the members of the Board is related to one another, except that Ms. GUI Changqing, the Chairman and Executive Director of the Company, is the spouse of Mr. ZHANG Zejun, the Chief Executive Officer and Executive Director of the Company.

Proper insurance coverage in respect of legal actions against the Directors’ liability has been arranged by the Company.

INDEPENDENT NON-EXECUTIVE DIRECTORS

The independent non-executive Directors (the “INEDs”) have brought in a wide range of business and financial expertise, experience and independent judgement to the Board and supervised the risk management and internal controls of the Company. Through active participation in the Board meetings and serving on various Board committees, all INEDs have been making various contributions to the Company.

Throughout the Reporting Period, the Company had three INEDs with professional qualification in financial industry, financial management and/or accounting, constituting around 43% of the Board, which was in compliance with the requirement of the Listing Rules that the number of INEDs must represent at least one-third of the Board members, and that at least one of the INEDs has appropriate professional qualifications or accounting or related financial management expertise.

The Company has received annual confirmations of independence in writing from each of the INEDs pursuant to Rule 3.13 of the Listing Rules. Based on such confirmation, the Company considers that all the INEDs are independent and have met the independence guidelines as set out in Rule 3.13 of the Listing Rules.

Code provision C.2.7 of the CG Code requires that the Chairman should at least hold one meeting annually with the INEDs without the presence of the other Directors. For the year ended 31 December 2025, the Chairman held one meeting with the INEDs on 14 November 2025 without the presence of any other Director. Going forward, the Chairman will continue to ensure compliance with this code provision.

All of our INEDs were appointed on 19 November 2018 and none of their tenure is more than nine years as of the date of this Report. To fulfill the new compliance requirement taking effect from 1 July 2025 that the tenure of INEDs should not be more than nine years, the Company will conduct an orderly succession plan to avoid abrupt changes to board composition.

Taking into consideration that a director of a listed company needs to contribute sufficient time to discharge his duties and responsibilities properly, none of our INEDs has taken more than six listed issuer directorships during the Reporting Period.

Corporate Governance Report

INDEPENDENCE OF INDEPENDENT NON-EXECUTIVE DIRECTORS

In order to ensure independent views and input are available to the Board, the Board has developed the following mechanisms, including but not limited to:

- (i) at least one-third of Board members are Independent Non-executive Directors;
- (ii) every Independent Non-executive Director is appointed for a specific term and subject to retirement by rotation at least once every three years;
- (iii) Independent Non-executive Directors possess professional knowledge and broad experience;
- (iv) no Independent Non-executive Director has served the Company for more than nine years;
- (v) no Independent Non-executive Director holds more than six listed company directorships to make sure that each of Independent Non-executive Directors has sufficient time to make contributions to the Board;
- (vi) every Independent Non-executive Director has made an annual confirmation of his independence to the Company; and
- (vii) the Board, each of its Committees or every Director is able to seek professional advice in appropriate circumstances at the Company's expenses.

The implementation and effectiveness of relevant mechanisms have been reviewed by the Board annually.

DIRECTORS' CONTINUING PROFESSIONAL DEVELOPMENT

The Directors, on an ongoing basis, keep themselves abreast of updates on the relevant laws, rules and regulations. The Company encourages the Directors to enroll in a wide range of professional development courses and seminars relating to the Listing Rules, Hong Kong Companies Ordinance and corporate governance practices so that they can continuously acquire and refresh their relevant knowledge and skills.

During the year ended 31 December 2025, the Company organised trainings on compliance updates, duties and responsibilities of directors and seminars on updated laws and regulations for the Directors. Pursuant to code provision C.1.1 of the CG Code, the Company has also provided reading materials to the Directors to develop and refresh their professional knowledge.

Corporate Governance Report

The following tables summarise the topics, the formats and the hours of the training which each Director received during the Reporting Period.

Directors Training by Topic

Name of Director	Board and directors' duties	Compliance with applicable laws, regulations and rules	Corporate governance and ESG	Risk management and internal controls	Industry and business updates	Total hours
Ms. GUI Changqing	2	6	5	4	3	20
Mr. ZHANG Zejun	2	6	5	4	3	20
Ms. TSE Cheung On Anne	2	6	5	4	3	20
Mr. WANG Duo	2	6	5	4	3	20
Mr. ZHANG Senquan	2	23	6.25	4	6	41.25
Mr. HU Peng	2	6	5	4	3	20
Mr. OUYANG Liangyi	2	5	5	4	3	19

Directors Training by Mode

Name of Director	Self-study	Internal training (Note a)	External training (Note b)	Total hours
Ms. GUI Changqing	18	2		20
Mr. ZHANG Zejun	18	2		20
Ms. TSE Cheung On Anne	18	2		20
Mr. WANG Duo	18	2		20
Mr. ZHANG Senquan	18	2	21.25	41.25
Mr. HU Peng	18	2		20
Mr. OUYANG Liangyi	18	1		19

Note a:

There were 2 seminars organised for the Board training during the Reporting Period, which were delivered by the legal advisors.

Note b:

This column displays the trainings received by the Director from outside training providers based on the certificates which the Director provided to the Company.

Corporate Governance Report

MEETINGS OF THE BOARD AND DIRECTORS' ATTENDANCE RECORDS

During the year ended 31 December 2025, the Board held 5 meetings and passed 1 written resolution, at which the Board discussed and approved the proposals of Company's overall strategy, considered and approved the proposals of Company's 2024 annual report, 2024 annual results announcement, 2025 interim report, 2025 interim results announcement, and discussed the quarterly review of operations, the approval of the grant and vesting of the restricted share unit scheme and adopted the update compliance manual of the Group.

The table below sets out the details of Board meetings and general meeting attendance of each Director during the year ended 31 December 2025:

Name of Directors	Attendance/Number of board meetings and written resolutions	Attendance/Number of general meeting
Executive Directors		
Ms. GUI Changqing (<i>Chairman</i>)	6/6	1/1
Mr. ZHANG Zejun	6/6	1/1
Non-executive Directors		
Ms. TSE Cheung On Anne	5/6	0/1
Mr. WANG Duo	6/6	1/1
Independent non-executive Directors		
Mr. ZHANG Senquan	6/6	1/1
Mr. HU Peng	6/6	1/1
Mr. OUYANG Liangyi	5/6	1/1

Regular meeting of the Board is scheduled four times a year at approximately quarterly intervals with notice given to the Directors at least 14 days in advance. For all other Board meetings, notice is given in a reasonable time in advance. The Directors are allowed to include any matter in the agenda that is required for discussion and resolution at the meeting. To enable the Directors to be properly briefed on issues arising at each of the Board meetings and to make informed decisions, an agenda and the accompanying Board papers will be sent to all Directors at least three days before the intended date of the Board meeting, or such other period as agreed. The company secretary of the Company (the "**Company Secretary**") is responsible for keeping all Board meetings' minutes. Draft and final versions of the minutes are circulated to the Directors for comments and record respectively within a reasonable time after each meeting and the final version is open for the Directors' inspection.

Save for the family relationships disclosed in the section headed "Directors and Senior Management" of this Report, the Directors do not have any material financial, business or other relationships among members of the Board. Should a Director have a potential conflict of interest in a matter being considered in the Board Meeting, he or she will abstain from voting. The INEDs and other Directors with no conflict of interest will be present at meetings dealing with such conflict of interest issues.

Corporate Governance Report

BOARD DIVERSITY POLICY

The Board has adopted a policy of the Board's diversity and discussed all measurable objectives set for implementing the same. The implementation and effectiveness of board diversity policy have been reviewed by the Board during the Reporting Period and will be reviewed annually.

The Company recognises and embraces the benefits of a diversity of Board members. It endeavours to ensure that the Board has a balance of skills, experience and diversity of perspectives appropriate to the requirements of the Company's business. All Board appointments will continue to be made on a merit basis with due regard for the benefits of diversity of the Board members. Selection of candidates will be based on a range of diversity perspectives, including but not limited to gender, age, cultural and educational background, ethnicity, professional experience, skills and knowledge. The Board of the Company shall appoint at least one female director. Currently, there are two female directors at the Board of the Company. Among them, Ms. GUI Changqing was appointed as a director of the Company prior to the listing of the Company, Ms. TSE Cheung On Anne was appointed as a director of the Company in September 2019. The Company will also try its best to achieve gender diversity when nominating directors and recruiting employees at all levels (including middle and senior levels), so as to provide suitable succeeding directors for the Board when appropriate to ensure the gender diversity of the board of directors.

The Company understands and recognises the benefits of diversified staff structure and regards it as one of the important elements in sustaining a long-term competitive advantage of the Company. A multicultural company should be comprised of employees with different gender, age, ethnicity, religion, skills, educational background, industry experience and other qualities so as to achieve the most appropriate structure and balance. As at 31 December 2025, the total number of employees of the Group was 475 (2024: 516) with 165 male staff and 310 female staff. The male to female ratio in the workforce was about 1:2 and had been stable for last five years. The Company deemed this gender ratio as adequate and appropriate for a company with major business in manufacture and sales of natural health food. During the year ended 31 December 2025, the Board was not aware of any mitigating factors or circumstances which make achieving gender diversity across the workforce (including senior management) more challenging or less relevant.

CHAIRMAN AND CHIEF EXECUTIVE OFFICER

The positions of Chairman and Chief Executive Officer are held by Ms. GUI Changqing and Mr. ZHANG Zejun, respectively. The Chairman provides leadership and is responsible for the effective functioning and leadership of the Board. The Chief Executive Officer focuses on the Company's business development and daily management and operations generally. Their respective responsibilities are clearly defined and set out in writing. Therefore, the Company has complied with code provision C.2.1 of the CG Code, which stipulates that the roles of Chairman and Chief Executive should be separate and should not be performed by the same individual.

Corporate Governance Report

BOARD COMMITTEES

The Board has established three committees, namely the Audit Committee, the Remuneration Committee and the Nomination Committee, for overseeing particular aspects of the Company's affairs. All Board committees of the Company are established with defined written terms of reference. The terms of reference of the Board committees are posted on the Company's website and the Stock Exchange's website and are available to shareholders upon request. A list of the chairman and members of each Board committee is set out under "Corporate Information" of this Report. The Board committees are provided with sufficient resources to discharge their duties.

Audit Committee

The Company has established an audit committee (the "**Audit Committee**") with written terms of reference in compliance with Rule 3.21 of the Listing Rules and the CG Code. As of the Date of the Annual Report, the Audit Committee consisted of three members, namely Mr. ZHANG Senquan, Mr. HU Peng and Mr. OUYANG Liangyi, all of which are our independent non-executive Directors. Mr. ZHANG Senquan has been appointed as the Chairman of the Audit Committee.

The principal roles and functions of the Audit Committee include but are not limited to:

- making recommendations to the Board on the appointment, reappointment and removal of the external auditors, approving the remuneration and terms of engagement of the external auditors, and dealing with any questions of their resignation or dismissal;
- reviewing and monitoring the external auditors' independence and objectivity and the effectiveness of the audit process in accordance with applicable standards and discussing with the auditors the nature and scope of the audit and reporting obligations before the audit commences;
- developing and implementing policy on engaging external auditors to supply non-audit services and reporting to the Board and identifying and making recommendations on any matters where action or improvement is needed;
- monitoring integrity of the Company's financial statements and annual report and accounts, and half-year report, and reviewing significant financial reporting judgements contained in them;
- reviewing the Company's financial controls, risk management and internal control systems;
- discussing the risk management and internal control systems with management to ensure that management has performed its duty to build and maintain effective systems;

Corporate Governance Report

- considering major investigation findings on risk management and internal control matters and management's response to these findings as delegated by the Board or on its own initiative;
- ensuring coordination between the internal and external auditors, and that the internal audit function is adequately resourced and has appropriate standing within the Company, and reviewing and monitoring its effectiveness;
- reviewing the Group's financial and accounting policies and practices;
- reviewing the external auditors' management letter, any material queries raised by the auditors to management about accounting records, financial accounts or systems of control and management's response;
- ensuring that the Board provide a timely response to the issues raised in the external auditors' management letter; and
- considering other matters as referred to the Committee by the Board.

The Audit Committee has established and overseen a whistleblowing policy. In line with that commitment, the Company expects and encourages its employees, customers, suppliers and other stakeholders who have concerns about any suspected misconduct or malpractice within the Company to come forward and voice those concerns. All whistleblowing reports will be investigated to the fullest extent possible and reported to the Audit Committee. During the year ended 31 December 2025, there was no whistleblowing report coming to the Audit Committee's attention.

During the year ended 31 December 2025, the Audit Committee held 2 meetings and passed 1 written resolution, at which the Audit Committee considered and approved the proposals of Company's 2024 annual report, 2024 annual results announcement, 2025 interim report, 2025 interim results announcement, ESG report, annual audit plan for the year of 2025. The Audit Committee also assessed the risk management and internal control measures and the effectiveness of the internal audit function of the Company.

The table below sets out the details of meeting attendance of each member of the Audit Committee during the year ended 31 December 2025:

Name of Directors	Attendance/Number of Meetings and written resolutions
Mr. ZHANG Senquan (<i>Chairman</i>)	3/3
Mr. HU Peng	3/3
Mr. OUYANG Liangyi	3/3

Corporate Governance Report

Remuneration Committee

The Company has established a remuneration committee (the “**Remuneration Committee**”) with written terms of reference in compliance with Rule 3.25 of the Listing Rules and the CG Code. As of the Date of the Annual Report, the Remuneration Committee had three members, namely Mr. HU Peng, Mr. ZHANG Senquan and Mr. OUYANG Liangyi, our independent non-executive Directors. Mr. HU Peng was appointed as the Chairman of the Remuneration Committee.

The principal roles and functions of the Remuneration Committee include but are not limited to:

- making recommendations to the Board on the Company’s remuneration policy and structure for all Directors’ and senior management and on the establishment of a formal and transparent procedure for developing remuneration policy;
- reviewing and approving the management’s remuneration proposals with reference to the Board’s corporate goals and objectives;
- making recommendations to the Board on the remuneration packages of individual Executive Directors and senior management, including benefits in kind, pension rights and compensation payments, including any compensation payable for loss or termination of their office or appointment;
- making recommendations to the Board on the remuneration of the Non-executive Directors;
- considering salaries paid by comparable companies, time commitment and responsibilities and employment conditions elsewhere in the Group;
- reviewing and approving compensation payable to Executive Directors and senior management for any loss or termination of office or appointment to ensure that it is consistent with contractual terms or is otherwise fair and not excessive;
- reviewing and approving compensation arrangements relating to dismissal or removal of Directors for misconduct to ensure that they are consistent with contractual terms or are otherwise reasonable and appropriate;
- ensuring that no Director or any of his associates is involved in deciding his own remuneration;
- reviewing and/or approving matters relating to share schemes under Chapter 17 of the Listing Rules; and
- considering all other matters as referred to the Committee by the Board.

Corporate Governance Report

During the year ended 31 December 2025, the Remuneration Committee held 1 meeting, at which the Remuneration Committee reviewed and approved the proposals of remuneration of the Directors and senior management, the policy and structure of the remuneration for the Directors and senior management, and the grant and vesting arrangements under the Restricted Share Award Scheme, etc. Equity based remuneration with performance related elements was not granted to independent non-executive directors.

The table below sets out the details of meeting attendance of each member of the Remuneration Committee during the year ended 31 December 2025:

Name of Directors	Attendance/Number of Meetings
Mr. HU Peng (<i>Chairman</i>)	1/1
Mr. ZHANG Senquan	1/1
Mr. OUYANG Liangyi	1/1

Nomination Committee

The Company has established a nomination committee (the “**Nomination Committee**”) with written terms of reference in compliance with Rule 3.27A of the Listing Rules and the CG Code. As of the Date of the Annual Report, the Nomination Committee consisted of two independent non-executive Directors, being Mr. OUYANG Liangyi and Mr. HU Peng and one executive Director, being Ms. GUI Changqing. Mr. OUYANG Liangyi has been appointed as the Chairman of the Nomination Committee. Our Nomination Committee has one female member and two male member, which meets the compliance requirement taking effect from 1 July 2025 that a nomination committee of a listed issuer should have at least one director of a different gender.

The principal roles and functions of the Nomination Committee include but are not limited to:

- reviewing the structure, size and composition (including the skills, knowledge and experience) of the Board at least once annually, assist the Board in maintaining a board skills matrix, and making recommendations on any proposed changes to the Board to complement the Company's corporate strategy;
- identifying individuals suitably qualified to become Board members and selecting or making recommendations to the Board on the selection of individuals nominated for directorships;
- assessing the independence of Independent Non-executive Directors;
- making recommendations to the Board on the appointment or reappointment of Directors and succession planning for Directors, in particular the Chairman and the Chief Executive Officer; and
- supporting the Company's regular evaluation of the Board's performance.

Corporate Governance Report

NOMINATION POLICY

This nomination policy adopted by the Company aims to set out the approach to guide the nomination committee of the Company in relation to the election, appointment and re-appointment of the Directors. It aims to ensure that the Board has the skills, experience, knowledge and diversity of perspectives appropriate to the requirements of the Company's business.

The provisions set out in the following paragraphs are regarded as the key nomination criteria and principles of the Company for the nomination of Directors of the Board, and these provisions constitute the "Nomination Policy" of the Company:

- a. to review the structure, size and composition (including but not limited to gender, age, cultural and educational background, ethnicity, professional experience, required expertise, skills, knowledge and length of service) of the Board at least once annually and make recommendations on any proposed changes to the Board to complement the Company's corporate strategy;
- b. to identify individuals suitably qualified to become Board members and select or make recommendations to the Board on the selection of individuals nominated for directorships. In identifying suitable candidates, the Committee shall consider candidates on merit and against the objective criteria, with due regard for the benefits of diversity on the Board;
- c. to make recommendations to the Board on the appointment or re-appointment of Directors of the Board and succession planning for Directors of the Board, in particular the Chairman of the Board and the Chief Executive Officer, taking into account the Company's corporate strategy and the mix of skills, knowledge, experience and diversity needed in the future.

NOMINATION PROCESS

The Nomination Committee will recommend to the Board for the appointment of a Director in accordance with the following procedures and process:

- (a) The Nomination Committee will, giving the consideration to the current composition and size of the Board, develop a list of desirable skills, perspectives and experience at the outset to focus the search effort on suitable candidates;
- (b) The Nomination committee may consult any source it deems appropriate in identifying or selecting suitable candidates, such as referrals from existing Directors, advertisements, recommendations from an independent agency firm and proposals from shareholders of the Company with due consideration given to the criteria;
- (c) The Nomination Committee may adopt any process it deems appropriate in evaluating the suitability of the candidates, such as conducting interviews, background checks, presentations and third-party reference checks;

Corporate Governance Report

- (d) Upon considering a candidate suitable for the directorship, the Nomination Committee will hold a meeting and/or by way of written resolutions to, if thought fit, approve the recommendation to the Board for appointment;
- (e) The Nomination Committee will thereafter make the recommendation to the Board in relation to the proposed appointment and the proposed remuneration package; and
- (f) The Board will have the final authority on determining the selection of nominees and all appointment of Directors will be confirmed by the filing of the consent to act as Director of the relevant Director (or any other similar filings requiring the relevant Director to acknowledge or accept the appointment as Director, as the case may be).

During the year ended 31 December 2025, the Nomination Committee held 1 meeting, at which the Nomination Committee reviewed the proposals of the Board structure, the diversity policy of the Board members, the independence of the independent non-executive Directors, the re-election of the retiring Directors etc.

The table below sets out the details of meeting attendance of each member of the Nomination Committee during the year ended 31 December 2025:

Name of Directors	Attendance/Number of Meetings
Mr. OUYANG Liangyi (<i>Chairman</i>)	1/1
Ms. GUI Changqing	1/1
Mr. HU Peng	1/1

ANNUAL NOMINATION COMMITTEE ASSESSMENT

In the meeting held on 30 March 2026, the Nomination Committee reviewed, discussed and made an assessment of each Director's time commitment and contribution to the Board during the Reporting Period. When assessing a member of the Nomination Committee, the relevant member excused himself or herself from the discussion to avoid conflict of interest.

The assessment factors include, but are not limited to, the level of time commitment, the time spent for the meetings, continuing professional development and understanding the business affairs of the Company, preparation for and participation in the meetings, communication with shareholders, other directors, management and the third party professionals and etc.

Following the review and assessment, the Nomination Committee concluded that each Director has committed and contributed sufficient time to the Board during the Reporting Period and submitted the findings to the Board for the performance review of the whole Board.

Corporate Governance Report

CORPORATE GOVERNANCE FUNCTIONS

The Board is responsible for performing the corporate governance duties as set out in the Corporate Governance Functions of the Board adopted by the Company including:

- to develop and review the Company's policies, procedures and practices on corporate governance;
- to review and monitor the training and continuous professional development of Directors and senior management;
- to review the effectiveness of the risk management and internal control system on an ongoing basis and to remedy material internal control weaknesses;
- to review and monitor the Company's policies, procedures and practices on compliance with legal and regulatory requirements;
- to develop, review and monitor the code of conduct and compliance manual (if any) applicable to employees and Directors;
- to review the adequacy of resources, staff competency, training programs and budget of the Company's accounting, internal audit and financial reporting functions; and
- to review the Company's compliance with CG Code and disclosure in the corporate governance report in the annual report of the Company.

The Board may delegate the corporate governance duties to a committee of the Board.

The Board's annual review of the Company's corporate governance practices for the year ended 31 December 2025 has covered the aforesaid matters.

OVERVIEW ON BOARD COMPOSITION, SKILLS AND PERFORMANCE

The table "Composition of the Board" below displays the diversity of the Board in respect of gender, age, professional qualification, working experience and cultural background on individual base as of the Date of the Annual Report.

Corporate Governance Report

Composition of the Board

Position	Name	Gender	Age	Educational Background	Professional Qualification	Sector for the Main Job	Diverse Culture Background
Executive Director	GUI Changqing	Female	53	Bachelor's degree in industrial design		Development strategy and business plan for the natural food industry	Mainland China
Executive Director	ZHANG Zejun	Male	52	Master of business administration		Natural food business strategy, business development, management, and operation	Mainland China
Non-executive Director	TSE Cheung On Anne	Female	49	Master of business administration		Strategic consulting, international e-commerce, and the international management and operation of the food and beverage industry	Greater China Region, Middle East, North Africa and the United States
Non-executive Director	WANG Duo	Male	47	Bachelor's degree in commerce and information systems	Chartered Financial Analyst	Investment in the sectors of technology and enterprise services	Mainland China and Australia
Independent non-executive Director	ZHANG Senquan	Male	49	Bachelor's degree in economics	Certified Public Accountants registered in Hong Kong, China, and the United States	Senior professionals in finance, banking, and auditing	Greater China Region and the United States
Independent non-executive Director	HU Peng	Male	50	PhD in Finance	Used to be Licensed person under types 1, 4, and 6 of the Securities and Futures Ordinance	Management and operation of large financial institutions	Greater China Region and the United Kingdom
Independent non-executive Director	OUYANG Liangyi	Male	48	PhD in Finance	Chartered Financial Analyst	Business school professor, specialising in the field of finance	Greater China Region

The diversity of the Board composition was further summarised as follows:

- Position:** 2 executive Directors (29%), 2 non-executive Directors (29%) and 3 independent non-executive Directors (43%)
- Gender:** 2 female Directors (29%) and 5 male Directors (71%)
- Age:** 5 Directors between 40 to 50 (71%) and 2 Directors between 51 to 60 (29%)
- Educational background:** 3 Directors with bachelor's degree (43%), 2 Directors with master's degree (29%) and 2 Directors with doctor's degree (29%)
- Licenses held:** 3 Directors with financial qualification (43%) and 1 Director with accounting qualification (14%)
- Industry:** 3 Directors in food industry (43%), 1 Director in investment field (14%) and 3 Directors in financial industry (43%)
- Culture:** Rich cultural background, encompassing Mainland China, Greater China Region, Middle East, North Africa, the United States, the United Kingdom and Australia

Corporate Governance Report

Board Skills Matrix

An effective board of directors should possess the adequate skills and experience to achieve the company's development objectives and long term strategy. The table "Board Skills Matrix" below summaries the collective experience, skills, qualifications and expertise of our Board:

Skills Criteria*	Current Situation
Strategy	Having adequate experience in formulating strategy and being able to identify the strategic opportunities and threats and realise the strategic growth in the past
Leadership	Having adequate experience in leading the teams to achieve the business growth in the past
Industry knowledge and experience	Having insightful knowledge and more than 20 years experience in the industry of the Group's business
Risk management and compliance	Having experience in risk management and being able to maintain effective risk management and internal control system in the past
Financial literacy	Having adequate knowledge and experience in accounting and financial management and being able to read and comprehend management accounts, financial materials and financial reporting requirements
Management experience	Having successfully led the Group to achieve the sustainable growth in the past years
Qualification and experience	Having possessed formal qualifications and being well-experienced in financial industry and accounting
Diversity	Well diversified in terms of age, gender, educational, and cultural background etc.
Emerging topics	Occasional discussions about the emerging topics related to AI technology

Corporate Governance Report

* The specific description of each skill criteria is set out below:

Strategy: means “ability to identify strategic opportunities and threats, whilst developing and implementing plans to achieve corporate objectives”

Leadership: means “ability to lead corporate teams to implement plans and policies to achieve corporate objectives”

Industry knowledge and experience: means “understanding of the Group’s business operations, customer insights, market development, competition landscape, recent technology and innovation”

Risk management and compliance: means “ability and experience in implementing, managing or overseeing risk management and internal control systems for legal and regulatory compliance”

Financial literacy: means “ability to read and comprehend corporate accounts, financial materials and financial reporting requirements”

Management experience: means “experience at a senior level with responsibilities for people management and successful implementation of plans and policies”

Qualification and experience: means “working experience and formal qualifications in relevant fields to assist the Board in its decision making”

Diversity: means “contribution to the Board diversity in terms of age, gender, cultural background etc.”

Emerging topics: means “understanding and knowledge of emerging topics, such as AI, climate change and geo-political tensions, to ensure that the Company is forward thinking”

We believe the above nine skill criteria are highly important and relevant to our business operation, strategic development, corporate governance and social responsibility as a public listed company with a vision for sustainable growth. It provides a set of standards to our Nomination Committee and our Board to identify the proper candidates for directorate when considering board refreshment or succession planning, as well as the direction for enhancing the existing skills and qualifications of the Board as a whole.

Corporate Governance Report

Board Performance Review

In March 2026, the Board conducted its first performance review and evaluated the overall effectiveness and efficiency of the Board as a whole.

The performance review was mainly based on the following main aspects and facts:

Review Criteria	Main Aspects and Facts
Composition and skill matrix of the Board	<ol style="list-style-type: none"> The Board is well diversified in terms of age, gender, expertise, educational and cultural background. The Board has an appropriate mix of skills, experience and qualifications to deliver the Group's strategic objectives and long-term goals. (Details can be found in section "Composition of the Board" and "Board Skill Matrix" of this Report) The Board is implementing succession plan to meet the new compliance requirements related to the INEDs.
Board culture and dynamics	<ol style="list-style-type: none"> The values and behaviours of the Board are in alignment with the Company's goals and objectives and are conducive to effective governance and decision-making. All the members of the Board actively participate the meetings by raising questions, opening discussions and expressing their opinions from various prospective. The positions of Chairman of the Board and Chief Executive Officer are held by Ms. GUI Changqing and Mr. ZHANG Zejun respectively with respective responsibilities. As executive Directors they work together to lead the management teams to achieve the Group's business growth in the past years. More than 42% of the Board are INEDs who provide independent view and judgement to the decision-making on the Board. The Chairman of the Board holds independent sessions with INEDs every year. The Board holds meetings regularly and informal getting-together. The senior management is invited to attend the Board meetings and trainings from time to time.

Corporate Governance Report

Review Criteria	Main Aspects and Facts
Board meetings and practices	<ol style="list-style-type: none"> 1. The current practices of the Board, including the meeting notice, agenda setting, information provision, board training, committee composition etc, are fit for effective functioning of the Board. 2. The Board meetings are conducted punctually and effectively with active discussions and final conclusions.
Quality and timeliness of information to the Board	<ol style="list-style-type: none"> 1. The Board receives the monthly and quarterly review and updates of the Group from the management. 2. The board papers are usually circulated to the Board three days in advance to the meeting.
Compliance and training	<ol style="list-style-type: none"> 1. The Board adheres to applicable legal and regulatory requirements and no material non-compliance affairs happened during the Reporting Period. 2. The Board receives the CPD materials every month and two trainings from legal advisors every year. 3. The Board reviews and updates the Compliance Manual of the Group to meet the update compliance requirements.
Risk management and internal controls	<ol style="list-style-type: none"> 1. The Board engages external consultant to review the effectiveness of the Group's risk management and internal control systems every year. 2. The Audit Committee holds meeting and discussion with the internal control consultants for their findings every year. 3. The Board implements the remedy actions advised by the internal control consultants, if any.
ESG engagement	<ol style="list-style-type: none"> 1. The Board engages external consultant to review the ESG performance of the Group. 2. The Audit Committee plays an important role in our ESG performance and reviews the ESG report every year.
Stakeholder communication	<ol style="list-style-type: none"> 1. The Directors communicate with the shareholders mainly on the annual general meeting, attending investor and analyst briefings and non-deal roadshows from time to time. 2. The Directors bring the shareholders feedback to the Board meetings for discussion.

Corporate Governance Report

This first review was conducted internally by the Board using the questionnaire, combined with involvement of senior management and consultant who were invited to attend the Board meetings from time to time. Following the review and assessment, the Board is of the view that the performance of the Board during the Reporting Period is satisfactory and the Board could do better in the future by (i) conducting more discussions about the strategic topics of the Group; and (ii) circulating meeting materials further in advance.

Considering the succession planning in the forthcoming years to meet the new compliance requirements regarding the INEDs and the steep learning curve and the adaptation time that a new director will be facing, the Board believes that it is appropriate to conduct the board performance review every two years. Going forward, the Board will continue to improve its methodology and measures in order to achieve a more effective and efficient performance review. Should the need arise, the Company might alternatively engage more involvement of external professional advisors for the future reviews.

APPOINTMENT AND RE-ELECTION OF DIRECTORS

Each of the executive Directors, the non-executive Directors and the independent non-executive Directors has signed an appointment letter (or a service contract in case of executive Director) with the Company and is appointed for a specific term of three years with effect from the respective date stated therein.

Any Director appointed by the Board to fill a casual vacancy shall hold office until the first general meeting of Shareholders after his/her appointment and shall be subject to re-election at such meeting and any Director appointed by the Board as an addition to the existing Board shall hold office only until the next following annual general meeting (the “AGM”) and shall then be eligible for re-election.

All the Directors, including INEDs, are subject to retirement by rotation and will be eligible for re-election in accordance with the Articles of Association. At each AGM, one-third of the Directors for the time being (or, if their number is not a multiple of three, the number nearest to but not less than one-third) shall retire from office by rotation provided that every Director shall be subject to retirement at the AGM at least once every three years. A retiring Director shall be eligible for re-election and shall continue to act as a Director throughout the meeting at which he/she retires. The Directors to retire by rotation shall include (so far as necessary to ascertain the number of Directors to retire by rotation) any Director who wishes to retire and does not offer himself/herself for re-election. Any further Directors so to retire shall be those who have been the longest in office since their last re-election or appointment and so that as between the persons who became or were last re-elected Directors on the same day those to retire shall (unless they otherwise agree among themselves) be determined by lot.

On the meeting of 30 March 2026, the Board appointed Mr. CHOU Hung Chi as independent non-executive Director to fill the vacancy arisen from resignation of Mr. Hu Peng with effect from 1 April 2026.

Pursuant to article 16.2 of the Articles of Association, Mr. CHOU Hung Chi, elected and appointed by the Board, shall hold office only until the Annual General Meeting and shall be eligible for re-election at that meeting. Accordingly, Mr. CHOU Hung Chi will retire at the Annual General Meeting and, being eligible, offer himself for re-election at the forthcoming AGM.

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In accordance with article 16.19 of the Articles of Association, Ms. TSE Cheung On Anne and Mr. WANG Duo, being the non-executive Directors, Mr. OUYANG Liangyi, being the independent non-executive Director, will retire from office by rotation and will, being eligible, offer themselves for re-election at the forthcoming AGM.

REMUNERATION OF DIRECTORS AND SENIOR MANAGEMENT

The Company has established a formal and transparent procedure for formulating policies on remuneration of Directors and senior management of the Group. Details of the remuneration of each of the Directors of the Company for the year ended 31 December 2025 are set out in note 8 to the financial statements.

Pursuant to code provision E.1.5 of the CG Code, the remuneration of the members of the senior management (other than the Directors) whose particulars are contained in the section headed “Directors and Senior Management” in this Report for the year ended 31 December 2025 by band is set out below:

Remuneration band (in RMB)	Number of individual
Nil to 1,000,000	–
1,000,001 to 1,500,000	–
1,500,001 to 2,000,000	1
2,000,001 to 2,500,000	–
2,500,001 to 3,000,000	–
3,000,001 to 3,500,000	–
3,500,001 to 5,000,000	–

INDEPENDENT AUDITORS' REMUNERATION

For the year ended 31 December 2025, Ernst & Young was engaged as the Group's independent auditor. Apart from the provision of annual audit services, Ernst & Young provided the non-audit services in connection with the interim review.

The remuneration paid/payable to the independent auditors in respect of the year ended 31 December 2025 is set out below:

Service Category	Fees Paid/Payable (RMB)
Audit Services for 2025 annual audit	1,719,000
Non-audit Services (interim review service)	630,000
Total	2,349,000

Corporate Governance Report

DIRECTORS' RESPONSIBILITY IN RESPECT OF THE FINANCIAL STATEMENTS

The Directors acknowledge their responsibility for preparing the financial statements of the Company for the year ended 31 December 2025. The management has provided to the Board such explanation and information as necessary to enable the Board to carry out as informed assessment of the Company's financial statements, which are put to the Board for approval. The Company provides all members of the Board with quarterly updates on the Company's performance, positions and prospects. The Directors are not aware of any material uncertainties relating to events or conditions that may cast significant doubt upon the Company's ability to continue as a going concern.

In addition, Ernst & Young has stated in the independent auditor's report its reporting responsibilities on the Company's consolidated financial statements for the year ended 31 December 2025.

RISK MANAGEMENT AND INTERNAL CONTROL

The Board is responsible for evaluating and determining the nature and extent of the risks the Company is willing to take in achieving the Company's strategic objectives, and ensuring that the Company establishes and maintains appropriate and effective risk management and internal control systems. The Board oversees the management in the design, implementation and monitoring of the risk management and internal control systems. The Board acknowledges that such risk management and internal control systems are designed to manage rather than eliminating the risk of failure to achieve business objectives, and can only provide reasonable but not absolute assurance against material misstatement or loss. The Company also has an internal audit function which primarily carries out the analysis and independent appraisal of the adequacy and effectiveness of the issuer's risk management and internal control systems, and reports their findings to the Board on, at least, an annual basis. Internal audit function of the Company has been carried out under the leadership of the Board and the Audit Committee.

The key features of the Group's risk management and internal control systems include the following:

- an organized structure with clearly defined and distinct scope of authority and responsibilities;
- a comprehensive financial accounting system to provide for various performance measurement indicators and to ensure compliance with relevant rules;
- annual plans prepared by senior management of the Company on financial reporting, operations and compliance with reference to significant potential risks;
- strict prohibition of unauthorized expenditures;
- guidelines on the dissemination of confidential and sensitive information;
- specific approval from Executive Director/responsible senior executive of the Company prior to commitment in all material matters;

Corporate Governance Report

- appropriate policy to ensure the effective use of resources, the qualifications and experiences possessed by the staff members who are responsible for the Group's accounting and financial reporting functions, and sufficient training provided to the staff members;
- management's review and evaluation on the internal control procedures and monitoring of risk factors on a regular basis; and
- reporting to the Audit Committee about the findings on identified risks and measures to address such risks.

Various procedures have been put in place to safeguard the Group's assets against unauthorised use or disposal, to ensure proper accounting records are kept so that reliable financial information can be provided when required, and to ensure compliance with all applicable laws and regulations. Meanwhile, the Board has engaged an external internal control consultant to perform corporate risk assessment and the procedures of internal control, follow up on review issues and make recommendations to the Board. These procedures have been based on industry norms and are designed to provide reasonable assurance and protection against errors, losses and fraud.

During the year ended 31 December 2025, the Board, through the Audit Committee, communicates with the external internal control consultant and has conducted a review of the effectiveness of the internal control system of the Group covering all material controls, including financial, operational and compliance as well as risk management. The Board considers that the Group's risk management and internal control are adequate and effective. The Board expects that a review of the risk management and internal control systems will be performed annually.

DISCLOSURE OF INSIDE INFORMATION

The Group acknowledges its responsibilities under the Securities and Futures Ordinance, Chapter 571 of the laws of Hong Kong and the Listing Rules and the overriding principle that inside information should be announced promptly. The procedures and internal controls for the handling and dissemination of inside information are as follows:

- the Group conducts its affairs with close regard to the disclosure requirement under the Listing Rules as well as the "Guidelines on Disclosure of Inside Information" published by the Securities and Futures Commission of Hong Kong in June 2012;
- the Group has implemented and disclosed its policy on fair disclosure by pursuing broad, non-exclusive distribution of information to the public through channels such as financial reporting, public announcements and the Company's website;
- the Group has strictly prohibited unauthorised use of confidential or inside information; and
- the Group has established and implemented procedures for responding to external enquiries about the Group's affairs, so that only the Executive Directors, the Company Secretary and the Financial Controller of the Company are authorised to communicate with parties outside the Group.

Corporate Governance Report

COMPANY SECRETARY

The Company Secretary supports the Board by ensuring that reliable and relevant flow of information is maintained amongst members of the Board and that all procedures have been adhered to in accordance with applicable laws, rules and regulations. All Directors have access to the advice and services of the Company Secretary on corporate governance and board practices and other related matters.

During the year ended 31 December 2025, the Company Secretary of the Company was Mr. YUEN Sing Wai Lester. The company secretary's biography is set out in the section headed "Directors and Senior Management" of this Report. In compliance with Rule 3.29 of the Listing Rules, Mr. YUEN Sing Wai Lester, in his capacity as the Company Secretary, has undertaken no less than 15 hours of relevant professional training during the year ended 31 December 2025.

SHAREHOLDERS' RIGHTS

To safeguard shareholder interests and rights, separate resolution is proposed for each substantially separate issue at general meetings, including the election of individual Director. Except where the Chairman, in good faith, decides to allow a resolution which relates purely to a procedural or administrative matter to be voted on by a show of hands, all resolutions put forward at general meetings will be voted on by poll pursuant to the Listing Rules. Poll results will be posted on the websites of the Company and of the Stock Exchange after each general meeting.

Procedures for Putting Forward Proposals at Shareholders' Meetings

There are no provisions allowing Shareholders to make proposals or move resolutions at the AGMs under the memorandum of association of the Company and the Articles of Association (the "M&A") or the laws of the Cayman Islands. Shareholders who wish to make proposals or move a resolution may, however, convene an extraordinary general meeting (the "EGM") in accordance with the "Procedures for Shareholders to convene an EGM" set out below.

Procedures for Shareholders to Convene an EGM

According to Article 12 of the Articles of Association, any one or more Shareholders holding at the date of deposit of the requisition not less than one-tenth of the paid-up capital of the Company carrying the right of voting at general meetings of the Company (the "Eligible Shareholder(s)") shall at all times have the right, by written requisition to require an EGM to be called by the Board or the Company Secretary for the transaction of any business specified in such requisition, including making proposals or moving a resolution at the EGM.

Eligible Shareholders who wish to convene an EGM for the purpose of making proposals or moving a resolution at the EGM must deposit a written requisition (the "Requisition") signed by the Eligible Shareholder(s) concerned (the "Requisitionist(s)") at the principal place of business of the Company in Hong Kong (presently at Unit 1003, 10th Floor, Asia Standard Tower, 59-65 Queen's Road Central, Hong Kong) for the attention of the Company Secretary. The Requisition must state clearly the name of the Eligible Shareholder(s) concerned, his/her/their shareholding in the Company, the reason(s) to convene an EGM and the proposed agenda.

Corporate Governance Report

Following receipt of the Requisition, the identity and shareholding of the Eligible Shareholder(s) will be verified with the Company's branch share registrar in Hong Kong. If the Requisition is found to be proper and in order, the Company Secretary will ask the Board to convene an EGM and/or include the proposal(s) made or the resolution(s) proposed by the Requisitionist(s) at the EGM within 2 months after the deposit of the Requisition. On the contrary, if the Requisition has been verified as not in order, the Eligible Shareholder(s) concerned will be advised of the outcome and accordingly, the Board will not call for an EGM nor include the proposal(s) made or the resolution(s) proposed by the Requisitionist(s) at the EGM.

If within 21 days of the deposit of the Requisition the Board fails to proceed to convene such meeting, the Requisitionist(s) himself (themselves) may do so in the same manner, and all reasonable expenses incurred by the Requisitionist(s) as a result of the failure of the Board shall be reimbursed to the Requisitionist(s) by the Company.

Procedures for Shareholders to Send Enquires to the Board

Shareholders may send their enquiries and concerns to the Board by addressing them by post to the principal place of business of the Company in Hong Kong (presently at Unit 1003, 10th Floor, Asia Standard Tower, 59-65 Queens Road Central, Hong Kong) or by email to ir@szwgmf.com, for the attention of the Company Secretary.

Upon receipt of the enquiries, the Company Secretary will forward the communications relating to:

1. the matters within the Board's purview to the Executive Directors;
2. the matters within a Board committee's area of responsibility to the Chairman of the appropriate committee; and
3. ordinary business matters, such as suggestions, enquiries and client complaints to the appropriate management of the Company.

DIVIDEND POLICY

The Company has adopted a general annual dividend policy. Subject to applicable laws and regulations, the Company may declare and distribute to our Shareholders dividends on an annual basis of approximately 20% to 40% of the total net profit attributable to the Group for any particular year. The declaration of dividends is subject to the discretion of the Directors, and, if necessary, the approval of our Shareholders. The amount of dividends actually declared and paid will also depend upon the Group's earnings and cash flow, financial condition, capital requirements, investment requirements and any other conditions the Directors may deem relevant. Any declaration and payment, as well as the amount, of any dividend will also be subject to the Articles of Association and the Cayman Companies Law. The Company may distribute dividends by way of cash or by other means that we consider appropriate.

Corporate Governance Report

The Board has the discretion to declare dividends to the Shareholders, subject to the Articles of Association and all applicable laws and regulations and taking into consideration factors set out below:

- (1) financial results;
- (2) cash flow situation;
- (3) business conditions and strategies;
- (4) future operations and earnings;
- (5) capital requirements and expenditure plans;
- (6) interests of shareholders;
- (7) taxation consideration;
- (8) any contractual, statutory and regulatory restrictions on payment of dividends; and
- (9) any other factors that the Board may consider relevant.

The Company will evaluate its dividend policy and distributions made from time to time.

INVESTOR RELATIONS AND COMMUNICATION WITH THE SHAREHOLDERS

The Company has adopted a Shareholders' communication policy with the objective of ensuring that the Shareholders will have equal and timely access to information about the Company in order to enable the Shareholders to exercise their rights in an informed manner and allow them to engage actively with the Company. The implementation and effectiveness of the Shareholders' communication policy had been reviewed by the Board during the Reporting Period and will be reviewed annually. Based on these reviews, the Company is of the opinion that the Shareholders' communication policy has enabled the Company to maintain effective communication with its shareholders.

Information will be communicated to the Shareholders through the Company's financial reports, AGMs and other EGMs that may be convened as well as all the published disclosures submitted to the Stock Exchange. To promote effective communication, the Company maintains a website at www.szwgmf.com, where up-to-date information and updates on the Company's business operations and developments, financial information, corporate governance practices and other information are available for public access. The Company also actively engages in dialogue with shareholders through general meeting. At general meeting, the Chairman of the Board or an Executive Director, as the chairman of the general meeting, presides over the meeting and arranges for members of the Board of Directors and senior management to attend the general meeting to answer shareholders' questions and solicit and listen to shareholders' views.

Corporate Governance Report

The Company values feedback from Shareholders, investors and the public. Enquiries and proposals are welcome and can be put to the Company by emailing ir@szwgmf.com.

CONSTITUTIONAL DOCUMENTS

During the year ended 31 December 2025, the Company has maintained the amended and restated M&A to keep in line with the amendments made to the applicable laws of the Cayman Islands and the Listing Rules, in particular Appendix A1 to the Listing Rules regarding the core shareholder protection standards. The amended and restated M&A was adopted by our Shareholders by special resolution at the AGM held on 12 June 2023, which are available on the website of the Company and that of the Stock Exchange.

The Board has resolved at a meeting on 30 March 2026 to propose (i) to make certain amendments (the **“Proposed Amendments”**) to the amended and restated memorandum and articles of association of the Company currently in force (the **“Existing Memorandum and Articles of Association”**) in order to bring them in line with the amendments made to the applicable laws of the Cayman Islands and the Listing Rules; and (ii) to adopt the amended and restated memorandum and articles of association of the Company (the **“Amended and Restated Memorandum and Articles of Association”**) incorporating and consolidating all the Proposed Amendments, in substitution for, and to the exclusion of, the Existing Memorandum and Articles of Association.

The Proposed Amendments and the proposed adoption of the Amended and Restated Memorandum and Articles of Association are subject to the consideration and approval by the shareholders of the Company by way of a special resolution at the forthcoming AGM.

CULTURE AND VALUES

The Group’s vision is to create sustainable value. The vision guides the Group to pursue its mission to integrate economic growth, environmental protection and social responsibility in its business strategies to design, manufacture and supply innovative and high quality products for the people’s wellbeing and benefits of society aiming to drive sustainable value for its stakeholders and communities.

Our mission is to provide affordable, high-quality health food solutions through integrated production services, while investing in employee development, creating shareholder value, and promoting sustainable socio-economic and environmental practices.

A healthy corporate culture across the Group is important for the Company to achieve its vision and mission towards sustainable growth. It is the Board’s role to foster a corporate integrity and innovation culture to guide the behaviors of its employees, and ensure that the Company’s vision, values and business strategies are aligned to it. Management is responsible for implementing the Board’s direction on corporate culture and daily operation of the Group.

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The Company promotes its corporate culture through multifaceted initiatives, including leadership communications, training programs, and team-building activities. Core values are visibly reinforced through dedicated “culture walls” in office premises, continuously communicating the Company’s mission and values to employees and visitors. These measures embed corporate values into daily operations, align employee behavior with strategic objectives, and foster a cohesive, principled workplace environment.

WHISTLEBLOWING POLICY

The Group maintains a whistleblowing policy to facilitate the raising of matters of serious concern by employees and those who deal with the Company (e.g. customers and suppliers), in confidence and anonymity, without the fear of retribution. Procedures are established for employees to report complaints and suspected internal malpractices directly to the Group senior management, who will review the complaints and determine the appropriate mode of investigation and subsequent corrective action.

The nature, status and the results of the complaints received under the whistleblowing policy are reported to the Audit Committee on a biannual basis. No incident of fraud or misconduct was considered to have material effect on the Group’s financial statements or overall operation for the year ended 31 December 2025. The whistleblowing policy is reviewed and updated periodically to align with industry best practice.

ANTI-CORRUPTION POLICY

The Group is committed to achieving the highest standards of business conduct and has zero tolerance for corruption and related malpractice. The Anti-corruption policy outlines the Group’s expectations and requirements of business ethics, as well as the investigation and reporting mechanism of suspected corruption practices.

The Anti-corruption policy sets out the specific behavioral guidelines that Group’s personnel and business partners must follow to combat corruption. It demonstrates Group’s commitment to the practice of ethical business conduct and the compliance of the anti-corruption laws and regulations that apply to its local and foreign operations. Every employee, officer and members of the Board must act with utmost integrity, defined not only by the applicable laws and regulations, but also by the determination to do the right thing in all circumstances.

The Anti-corruption policy is reviewed and updated periodically to align with the applicable laws and regulations as well as the industry best practice.

Report of the Board of Directors

The Board is pleased to present their report and the audited financial statements for the year ended 31 December 2025 of the Group.

PRINCIPAL PLACE OF BUSINESS

The registered office of the Company is situated in the Cayman Islands and its operation headquarter is located at Shenzhen Guangdong Province, the PRC.

PRINCIPAL ACTIVITIES AND SUBSIDIARIES

The Company is an investment holding company. The Company's operations are substantially conducted in the PRC through its direct or indirect subsidiaries. The principal activities and other details of subsidiaries of the Group are set out in note 1 to the financial statements.

BUSINESS REVIEW AND OUTLOOK

Discussion and analysis of the business of the Group for the year ended 31 December 2025 and the future outlook of the Group are set out in the section headed "Management Discussion and Analysis" on pages 4 to 13 of this annual report.

RESULTS

The results of the Group for the year ended 31 December 2025 and the Group's financial position as at 31 December 2025 are set out in the Financial Statements on pages 75 to 78 of this annual report.

FINAL DIVIDEND

The Board recommends the declaration of a final dividend of HK\$0.069 (equivalent to approximately RMB0.061, based on an exchange rate of approximately HK\$1.00=RMB0.88384, being the central parity rate between RMB and HK\$ as published by the People's Bank of China as at 30 March 2026) per ordinary share for the year ended 31 December 2025 (2024: HKD0.04). The total final dividends will amount to approximately RMB132.9 million, which represents approximately 50.02% of the Group's net profit for the year ended 31 December 2025. Final Dividend will be paid in HK\$.

The proposed final dividend is expected to be paid on Friday, 12 June 2026 to shareholders whose names appear on the register of members of the Company on Friday, 5 June 2026, subject to approval by the shareholders at the forthcoming annual general meeting to be held on Friday, 22 May 2026 (the "AGM").

ANNUAL GENERAL MEETING

The AGM will be held on 22 May 2026. Notice of the AGM will be published and issued to Shareholders in due course.

Report of the Board of Directors

CLOSURE OF REGISTER OF MEMBERS

For the purposes of ascertaining the members' eligibility to attend and vote at the AGM, the Company's register of members will be closed during the following period:

- Closure of register of members Tuesday, 19 May 2026 to Friday, 22 May 2026 (both days inclusive)

To be eligible to attend and vote at the AGM, all duly stamped instruments of transfers, accompanied by the relevant share certificates must be lodged for registration with the Company's share registrar in Hong Kong, namely Computershare Hong Kong Investor Services Limited, at Shops 1712-1716, 17th Floor, Hopewell Centre, 183 Queen's Road East, Wanchai, Hong Kong not later than 4:30 p.m. on Monday, 18 May 2026.

For the purpose of determining the entitlement for the proposed final dividend, the Company's register of members will be closed during the following period:

- Closure of register of members Tuesday, 2 June 2026 to Friday, 5 June 2026 (both days inclusive)

In order to qualify for the proposed final dividend, all duly stamped instruments of transfers, accompanied by the relevant share certificates must be lodged with the Company's branch share registrar in Hong Kong, Computershare Hong Kong Investor Services Limited at Shops 1712-1716, 17th Floor, Hopewell Centre, 183 Queen's Road East, Wanchai, Hong Kong for registration not later than 4:30 p.m. on Monday, 1 June 2026.

Report of the Board of Directors

FINANCIAL SUMMARY

A summary of the published results and the assets and liabilities of the Group in the form of a comparative table for the last five financial years is set out on pages 156 to 157 of this annual report.

ENVIRONMENTAL POLICIES AND PERFORMANCE

The Group is subject to environmental protection laws and regulations promulgated by the governments in the jurisdictions in which the Group operates its business. The Group has dedicated a team of personnel to handle the environmental compliance-related matters, and implemented stringent waste treatment procedures in the manufacturing facilities. For further details, please refer to the Environmental, Social and Governance Report of the Company to be published in due course.

COMPLIANCE WITH LAWS AND REGULATIONS

The Company was registered by way of continuation in the Cayman Islands with its principal business conducted in the PRC, and its Shares are listed on the Stock Exchange. Therefore, the establishment and operation are subject to relevant laws in the Cayman Islands, the PRC and Hong Kong. For the year ended 31 December 2025 and up to the date of this annual report, the Group has complied with relevant laws and regulation in the Cayman Islands, the PRC and Hong Kong.

PRINCIPAL RISKS AND UNCERTAINTY

The Group is exposed to the operational risk in relation to the business of the Group. With the growth and expansion of our operations, the potential risks to our business increase as well. In order to identify, assess and control the risks that may create impediments to our success, the Group has implemented a risk management system that covers each material aspect of our operations, including financial security, production, logistics, technology and compliance. As the risk management is a systematic project, each of the departments is responsible for identifying and evaluating the risks relating to its area of operations. The Audit Committee is responsible for overseeing, assessing and reviewing our risk management policy and supervising the performance of our risk management system.

Report of the Board of Directors

USE OF PROCEEDS FROM GLOBAL OFFERING

The Shares were listed on the Main Board of the Stock Exchange on 12 December 2018 with net proceeds from the Global Offering of approximately HK\$636.8 million (after deduction of underwriting fees and commissions and estimated expenses payable by the Company in connection with the Global Offering) and the balance of unutilised net proceeds of approximately HK\$50.3 million as at the beginning of the Reporting Period and approximately HK\$42.8 million as at the Date of this Annual Report.

The net proceeds from the Global Offering have been and will be utilised in accordance with the purposes set out in the Prospectus. The table below sets out the planned applications of the net proceeds and actual usage up to the end of the Reporting Period:

	Budget (HK\$ million)	Accumulated amount utilised as at 31 December 2024 (HK\$ million)	Amount utilised during the year ended 31 December 2025 (HK\$ million)	Remaining balance as at 31 December 2025 (HK\$ million)	Expected timeline for unutilised Net Proceeds
To further enhance our integrated distribution platform and optimize our channel mix	222.9	222.9	-	-	N/A
- To expand the online presence through further developing the technology infrastructure	22.3	22.3	-	-	N/A
- To upgrade certain existing concessionary counters into integrated health food stores in supermarkets	22.3	22.3	-	-	N/A
- To further increase the number of the concessionary counters, including the related expense for decoration, equipment procurement and other fees	44.6	44.6	-	-	N/A
- To expand into and introduce our existing and/or new products at various high-frequency "on-the-go" consumption channels	133.7	133.7	-	-	N/A
To construct the new Nansha Manufacturing Facility in Guangzhou, Guangdong Province and the procurement of machinery and equipment for this planned processing facility	382.1	331.8	7.5	42.8	By the end of 2028*
To use for general corporate purposes	31.8	31.8	-	-	N/A
Total	636.8	586.5	7.5	42.8	

* The deferred use of the net proceeds intended for such purpose is due to the fact that the Group's current production capacity and working capital are sufficient and therefore there is no need to utilise the net proceeds from the Global Offering for the time being for the purchase of production equipment, etc.

As at 31 December 2025, the Group held the unutilised net proceeds as deposit with creditworthy banks with no recent history of default. There has been no change to the intended use of net proceeds as previously disclosed in the Prospectus. The proceeds were used and are proposed to be used as and when appropriate based on the Group's business needs according to the intentions previously disclosed in the Prospectus.

Report of the Board of Directors

SHARE CAPITAL

The changes in share capital of the Group during the Reporting Period are set out in note 27 to the financial statements.

RESERVES

Details of the changes in reserves of the Group during the Reporting Period are set out in note 30 to the financial statements.

As at 31 December 2025, the reserves of the Company available for distribution to Shareholders calculated in accordance with HKFRS Accounting Standards was approximately RMB193.4 million.

MAJOR CUSTOMERS AND SUPPLIERS

Sales from the Group's single largest customer amounted to RMB441.6 million during the year, representing 17.5% (2024: 14.8%) of the Group's total sales for the year, and sales from the five largest customers amounted to RMB483.4 million during the year, representing 19.1% (2024: 15.6%) of the Group's total sales for the year.

The Group's five largest suppliers accounted for 19.9% (2024: 21%) of the Group's total purchases and the largest supplier accounted for 5.6% (2024: 6.9%) of the Group's total purchases.

As far as the Company is aware, none of the Directors nor his/her close associates and none of the shareholders possessing over 5% of the interest in the capital of the Company possessed any interest in the above-mentioned suppliers and customers.

PROPERTY, PLANT AND EQUIPMENT

The changes in property, plant and equipment during the Reporting Period are set out in note 13 to the financial statements.

BANK LOANS AND OTHER BORROWINGS

As at 31 December 2025, the Group had other borrowings in amount of RMB5.0 million, details of which are set out in note 26 to the financial statements.

CONTINGENT LIABILITIES

As at 31 December 2025, the Group did not have any contingent liabilities.

Report of the Board of Directors

DIRECTORS

The Directors in office during the Reporting Period and as at the Date of this Annual Report were as follows:

Executive Directors

Ms. GUI Changqing

Mr. ZHANG Zejun

Non-executive Directors

Ms. TSE Cheung On Anne

Mr. WANG Duo

Independent non-executive Directors

Mr. ZHANG Senquan

Mr. HU Peng

Mr. OUYANG Liangyi

Further details of the Directors and senior management are set forth in the section “Directors and Senior Management” of this annual report.

BIOGRAPHICAL DETAILS OF THE DIRECTORS AND SENIOR MANAGEMENT

The biographical details of the Directors and the senior management of the Group are set out on pages 14 to 17 of this annual report.

CHANGE IN INFORMATION OF DIRECTORS

Save as disclosed in this annual report and the announcement dated 30 March 2026 regarding change in independent non-executive director, there are no changes in information of Directors required to be disclosed pursuant to Rule 13.51B(1) of the Listing Rules as at the date of this report. The biographical details of the Directors of the Company are set out in the preceding section headed “Directors and Senior Management”.

Report of the Board of Directors

SERVICE CONTRACTS OF DIRECTORS

Each of the executive Directors has entered into a service contract with the Company and is appointed for a specific term of three years unless terminated by not less than two months' notice in writing served by either the Executive Director or the Company.

Each of the non-executive Directors and the independent non-executive Directors has signed an appointment letter with the Company and is appointed for a specific term of three years with effect from the respective date stated therein which may be terminated with immediate effect for the notice served by either party on the other.

All Directors are subject to retirement by rotation and re-election in accordance with the Articles of Association.

There was no service contract entered into/appointment letter signed by any Directors to be re-elected in the forthcoming annual general meeting and the Company which is not determinable by the Company within one year without payment of compensation, other than statutory compensation.

DIRECTORS' INTERESTS IN CONTRACTS

Details of the related party transactions of the Group during the Reporting Period are set out in note 33 to the financial statement. These related party transactions do not constitute connected transactions or continuing connected transactions that are required to be disclosed under Chapter 14A of the Listing Rules for the year ended 31 December 2025. Specifically, as all the applicable percentage ratios (as defined in the Listing Rules) were less than 5% and the total consideration for the year was below HK\$3 million, these transactions are connected transactions which are wholly exempted under Chapter 14A of the Listing Rules.

Save as disclosed above, no other transactions, arrangements and contracts of significance in relation to the Group's business to which the Company or any of its subsidiaries was a party and in which a Director or an entity connected with a Director had a material interest, whether directly or indirectly, subsisted at any time during the Reporting Period.

CONTROLLING SHAREHOLDER'S INTEREST

Save as disclosed in this annual report, no contracts of significance between the Company or any of its subsidiaries and a controlling shareholder (as defined in the Listing Rules) of the Company or any of its subsidiaries or any contracts of any significance for the provision of services to the Company or any of its subsidiaries by a controlling shareholder of the Company or any of its subsidiaries subsisted at any time during the Reporting Period.

Report of the Board of Directors

INTERESTS AND SHORT POSITIONS OF DIRECTORS AND CHIEF EXECUTIVES IN THE SHARES, UNDERLYING SHARES OR DEBENTURES

As at 31 December 2025, the interests or short positions of the Directors or chief executives of the Company then in office in the shares, underlying shares and debentures of the Company or its associated corporations (within the meaning of Part XV of the SFO) required to be notified to the Company and the Stock Exchange pursuant to Divisions 7 and 8 of Part XV of the SFO (including interest or short positions which they were taken or deemed to have under such provisions of the SFO) or which would be required, pursuant to section 352 of the SFO, to be entered in the register referred to therein, or which would be required, pursuant to the Model Code, are as follows:

Long position in ordinary shares of the Company:

Name of Director	Nature of Interest	Number of Shares	Approximate percentage of Shareholding
Mr. ZHANG Zejun (Note 2)	Founder of a discretionary trust	930,000,000 (L)	42.49%
Ms. GUI Changqing (Note 2)	Beneficiary of trust	930,000,000 (L)	42.49%

Long position in share options of the Company (being physically settled unlisted derivatives):

Name of Director	Number of share options beneficially owned
Ms. GUI Changqing	2,000,000
Mr. ZHANG Zejun	2,000,000
Mr. ZHANG Senquan	2,000,000
Mr. HU Peng	2,000,000
Mr. OUYANG Liangyi	2,000,000

Notes:

- (1) The letter "L" denotes the person's long position in such shares.
- (2) Trident Trust Company (HK) Limited, the trustee of the Paddy Aroma Trust, holds the entire issued share capital of Paddy Aroma Investment Limited. Paddy Aroma Investment Limited in turn holds the entire issued share capital of Natural Capital, which in turn directly holds 930,000,000 Shares. The Paddy Aroma Trust is a discretionary trust established by Mr. ZHANG Zejun (as the settlor) and the discretionary beneficiaries of which include Mr. ZHANG Zejun, Ms. GUI Changqing (the wife of Mr. ZHANG Zejun) and his children. Accordingly, each of Mr. ZHANG Zejun, Ms. GUI Changqing, Trident Trust Company (HK) Limited, Paddy Aroma Investment Limited are deemed to be interested in the 930,000,000 Shares held by Natural Capital.

Save as disclosed above, as at 31 December 2025, none of the Directors or chief executive of the Company had any interests or short positions in the Shares, underlying shares or debentures of the Company or any of its associated corporations (within the meaning of Part XV of the SFO), which were required: (a) to be notified to the Company and the Stock Exchange pursuant to Divisions 7 and 8 of Part XV of the SFO (including interests and short positions which he/she was taken or deemed to have under such provisions of the SFO), (b) pursuant to section 352 of the SFO, to be entered in the register referred to therein, or (c) pursuant to the Model Code to be notified to the Company and the Stock Exchange.

Report of the Board of Directors

SUBSTANTIAL SHAREHOLDERS' INTERESTS AND SHORT POSITIONS

As at 31 December 2025, the following persons (other than the Directors and chief executives of the Company) had or deemed or taken to have an interest and/or short position in the Shares or the underlying shares which would fall to be disclosed under the provisions of Division 2 and 3 of Part XV of the SFO as recorded in the register required to be kept by the Company under section 336 of SFO, or who was, directly or indirectly, interested in 5% or more of the issued share capital of the Company:

Name	Capacity	Number of Shares	Approximate percentage of Shareholding
Trident Trust Company (HK) Limited (Note 2)	Trustee of a trust	930,000,000 (L)	42.49%
Paddy Aroma Investment Limited (Note 2)	Interest in a controlled corporation	930,000,000 (L)	42.49%
Natural Capital Holding Limited (Note 2)	Beneficial owner	930,000,000 (L)	42.49%
PepsiCo, Inc.	Beneficial owner	566,506,000 (L)	25.88%

Notes:

- (1) The letter "L" denotes the person's long position in such shares.
- (2) Trident Trust Company (HK) Limited, the trustee of the Paddy Aroma Trust, holds the entire issued share capital of Paddy Aroma Investment Limited. Paddy Aroma Investment Limited in turn holds the entire issued share capital of Natural Capital, which in turn directly holds 930,000,000 Shares. The Paddy Aroma Trust is a discretionary trust established by Mr. ZHANG Zejun (as the settlor) and the discretionary beneficiaries of which include Mr. ZHANG Zejun, Ms. GUI Changqing (the wife of Mr. ZHANG Zejun) and his children. Accordingly, each of Mr. ZHANG Zejun, Ms. GUI Changqing, Trident Trust Company (HK) Limited, Paddy Aroma Investment Limited are deemed to be interested in the 930,000,000 Shares held by Natural Capital. For details of interests held by Mr. ZHANG Zejun and Ms. GUI Changqing in the shares and underlying shares of the Company, please refer to the section headed "INTERESTS AND SHORT POSITIONS OF DIRECTORS AND CHIEF EXECUTIVES IN THE SHARES, UNDERLYING SHARES OR DEBENTURES" of this annual report.

Report of the Board of Directors

Save as disclosed above, as at 31 December 2025, so far as the Directors or chief executive of the Company are aware, no other persons (other than a Director or the chief executive of the Company) or entities had any interests or short positions in the Shares or underlying Shares, which would fall to be disclosed under the provisions of Divisions 2 and 3 of Part XV of the SFO, or which were required, pursuant to section 336 of the SFO, to be recorded in the register referred to therein.

EQUITY-LINKED AGREEMENTS

Other than the Share Option Scheme and Share Award Scheme as disclosed below, no equity-linked agreements were entered into by the Company during the Reporting Period or subsisted as at 31 December 2025.

SHARE OPTION SCHEME

On 19 November 2018, the Shareholders approved and conditionally adopted the Share Option Scheme to enable the Company to grant options to eligible participants as incentives and rewards for their contribution to the Group. The Share Option Scheme became effective on the Listing Date.

The following is a summary of the principal terms of the Share Option Scheme:

(1) Purpose:

The purpose of the Share Option Scheme is to incentivise and reward the Eligible Persons (as defined in paragraph 2 below) for their contribution to the Group and to align their interests with that of the Company so as to encourage them to work towards enhancing the value of the Company.

(2) Participants:

The Board (including any committee or delegate of the Board appointed by the Board to perform any of its functions pursuant to the rules of the Share Option Scheme) may, at its absolute discretion, offer to grant an option to subscribe for such number of Shares as the Board may determine to an employee (whether full time or part-time) or a director of a member of our Group or associated companies of the Company, consultant, advisor, customer, supplier, agent, partner or contractor to the Group ("**Eligible Persons**").

(3) Total number of Shares available for issue:

The maximum number of Shares which may be issued upon exercise of all outstanding options granted and yet to be exercised under the Share Option Scheme shall not in aggregate exceed 222,100,000 Shares, representing 10% of the total number of issued Shares as at the Listing Date and 10.15% of the total number of issued Shares as at the date of this annual report.

Report of the Board of Directors

(4) Maximum entitlement of each participant:

No options shall be granted to any Eligible Person under the Share Option Scheme and any other schemes of the Company which, if exercised, would result in such Eligible Person becoming entitled to subscribe for such number of Shares as, when aggregated with the total number of Shares already issued or to be issued to him under all options granted to him (including exercised, cancelled and outstanding options) in the 12-month period up to and including the date of offer of such options, exceeds 1% of the Shares in issue at such date.

Any further grant of options to an Eligible Person in excess of this 1% limit shall be subject to the approval of the Shareholders in general meeting with such Eligible Person and his close associates (or if such Eligible Person is a connected person of the Company, his associates) abstaining from voting.

Each grant of options to a Director (including an independent non-executive Director) of any member of our Group or associated company of the Company, chief executive or substantial shareholder of the Company, or any of their respective associates, under the Share Option Scheme must be approved by the independent non-executive Directors (excluding any independent non-executive Director who is the proposed grantee of the options).

Where any grant of options to a substantial shareholder or an independent non-executive Director of the Company, or any of their respective associates, would result in the Shares issued and to be issued upon exercise of all options already granted and to be granted under the Share Option Scheme (including options exercised, cancelled and outstanding) to such person in the 12-month period up to and including the date of such grant:

- (i) representing in aggregate over 0.1% of the Shares in issue; and
- (ii) having an aggregate value, based on the closing price of the securities at the date of each grant, in excess of HK\$5 million,

such further grant of options by the Board must be approved by the Shareholders in general meeting. Any Shareholder who is a connected person of the Company must abstain from voting on the resolution to approve such further grant of options, except that such a connected person may vote against such resolution subject to the requirements of the Listing Rules. The Company shall send to the Shareholders a circular containing the information required under the Listing Rules for the purpose of seeking the approval of the Shareholders.

Report of the Board of Directors

(5) Period during which the options must be exercised to subscribe for Shares:

Any option shall be vested on an option-holder immediately upon his acceptance of the offer of options provided that if any vesting schedule and/or conditions are specified in the offer of the option, such option shall only be vested on an option-holder according to such vesting schedule and/or upon the fulfillment of the vesting conditions (as the case may be). Any vested option which has not lapsed and which conditions have been satisfied or waived by the Board in its sole discretion may, unless the Board determines otherwise in its absolute discretion, be exercised at any time from the next business day after the offer of options has been accepted. Any option which remain unexercised shall lapse upon the expiry of the option period, which period shall be determined by the Board and shall not exceed ten years from the offer date of the option.

(6) Minimum period for which an option must be held before it can be exercised:

There is no minimum period for which an option granted must be held before it can be exercised except otherwise imposed by the Board.

(7) Amount payable on application or acceptance of the option and the period within which payments or calls must or may be made, or loans for such purposes must be repaid:

An offer of options shall be open for acceptance for such period (not exceeding 30 days inclusive of, and from, the date of offer) as the Board may determine and notify to the Eligible Person concerned provided that no such offer shall be open for acceptance after the expiry of the duration of the Share Option Scheme. An offer of options not accepted within this period shall lapse. An amount of HK\$1.00 is payable upon acceptance of the grant of an option and such payment shall not be refundable and shall not be deemed to be a part payment of the exercise price.

(8) Basis of determining the exercise price:

Subject to any adjustment made as set out in the section headed "Effect of alternation to share capital" in the Prospectus, the exercise price shall be such price as determined by the Board and notified to an option-holder and which shall not be less than the higher of:

- (i) the closing price of the Shares as stated in the Stock Exchange's daily quotation sheets on the date of offer of the option;
- (ii) the average of the closing price of the Shares as stated in the Stock Exchange's daily quotation sheets for the five trading days immediately preceding the date of offer of the option; and
- (iii) the nominal value of the Shares.

(9) Remaining life of the Share Option Scheme:

The Share Option Scheme shall be valid and effective for a period of ten years commencing on 12 December 2018, subject to earlier termination by the Company in general meeting or by the Board. As at the date of this report, the remaining life of the Share Option Scheme is two years and nine months.

Report of the Board of Directors

The Company granted 74,019,823 share options on 12 June 2019 at an exercise price of HK\$1.468 per share and exercisable from the 12 June 2019 to 11 December 2028 (both days inclusive). The closing price of the Shares immediately before the date of grant of such Share Options was HK\$1.45. Among the 74,019,823 Share Options granted, (i) 61,468,366 Share Options were granted to the employees of the Group, and (ii) 12,551,457 Share Options were granted to Directors (including the independent non-executive Director), chief executive and/or substantial shareholder (as defined in the Listing Rules) of the Company and directors of subsidiaries of the Company.

The corresponding details are set out as follows as of 31 December 2025:

Name of grantee	Position in the Company	Number of Share Options
Ms. GUI Changqing	Chairman and Executive Director	2,000,000
Mr. ZHANG Zejun	Chief executive officer and Executive Director	2,000,000
Mr. ZHANG Senquan	Independent non-executive Director	2,000,000
Mr. HU Peng	Independent non-executive Director	2,000,000
Mr. OUYANG Liangyi	Independent non-executive Director	2,000,000
Mr. GUI Xuejun	A director of certain subsidiaries of the Company	1,279,021
Mr. LIAO Longxiang	A director of certain subsidiaries of the Company	100,000
Mr. ZHANG Zefei	A director of certain subsidiaries of the Company	100,000

None of the grant of Share Options were subject to Shareholders' approval. The Share Options granted shall vest in the proposed grantees in accordance with the timetable below:

- (i) 13,860,000 Share Options shall be subject to a vesting period as follows:

Vesting date	Percentage of Share Options to vest
12 June 2020 to 11 December 2028	100% of the total number of Share Options granted

- (ii) 22,000,000 Share Options shall be subject to a vesting period as follows:

Vesting date	Percentage of Share Options to vest
12 December 2019 to 11 December 2028	50% of the total number of Share Options granted
12 December 2020 to 11 December 2028	50% of the total number of Share Options granted

- (iii) 23,159,823 Share Options shall be subject to a vesting period as follows:

Vesting date	Percentage of Share Options to vest
12 June 2019 to 11 December 2028	40% of the total number of Share Options granted
12 June 2020 to 11 December 2028	30% of the total number of Share Options granted
12 June 2021 to 11 December 2028	30% of the total number of Share Options granted

Report of the Board of Directors

(iv) 15,000,000 Share Options shall be subject to a vesting period as follows:

Vesting date	Percentage of Share Options to vest
12 June 2020 to 11 December 2028	20% of the total number of Share Options granted
12 June 2021 to 11 December 2028	20% of the total number of Share Options granted
12 June 2022 to 11 December 2028	20% of the total number of Share Options granted
12 June 2023 to 11 December 2028	20% of the total number of Share Options granted
12 June 2024 to 11 December 2028	20% of the total number of Share Options granted

For the year ended 31 December 2025, 609,058 share options lapsed and no share options were exercised. As at 31 December 2025, 61,283,445 share options were outstanding.

The total number of Shares that may be issued in respect of options granted under all schemes of the Company during the Reporting Period divided by the weighted average number of the Shares in issue during the Reporting Period is 2.80%.

Details of the options granted under the Share Option Scheme and those remained outstanding as at 31 December 2025 are as follows:

Name and class of grantees	Date of grant	Number of share options				Balance as at 31 December 2025	Exercise price per share (HK\$)	Exercisable period
		Balance as at 1 January 2025	Granted during the year ended 31 December 2025	Exercised during the year ended 31 December 2025	Lapsed/ cancelled during the year ended 31 December 2025			
Executive Directors								
Ms. GUI Changqing	12 June 2019	2,000,000	-	-	-	2,000,000	1.468	Note a
Mr. ZHANG Zejun	12 June 2019	2,000,000	-	-	-	2,000,000	1.468	Note a
Independent non-executive Directors								
Mr. ZHANG Senquan	12 June 2019	2,000,000	-	-	-	2,000,000	1.468	Note a
Mr. HU Peng	12 June 2019	2,000,000	-	-	-	2,000,000	1.468	Note a
Mr. OUYANG Liangyi	12 June 2019	2,000,000	-	-	-	2,000,000	1.468	Note a
Directors' associates								
Mr. GUI Xuejun (Ms. GUI Changqing's associate)	12 June 2019	1,279,021	-	-	-	1,279,021	1.468	Note b
Mr. ZHANG Zefei (Mr. ZHANG Zejun's associate)	12 June 2019	100,000	-	-	-	100,000	1.468	Note d
		10,000,000	-	-	-	10,000,000		Note e
Continuous contract employees								
	12 June 2019	2,200,000	-	-	-	2,200,000	1.468	Note a
	12 June 2019	17,242,503	-	-	(609,058)	16,633,445	1.468	Note b
	12 June 2019	19,000,000	-	-	-	19,000,000	1.468	Note c
	12 June 2019	12,450,000	-	-	-	12,450,000	1.468	Note d
		50,892,503	-	-	(609,058)	50,283,445		
Those who have or may have contributed to the Group								
	12 June 2019	1,000,000	-	-	-	1,000,000	1.468	Note a
		1,000,000	-	-	-	1,000,000		
		61,892,503	-	-	(609,058)	61,283,445		

Report of the Board of Directors

- (a) 20% of the share options are exercisable commencing from 12 June 2020, 20% of the share options are exercisable commencing from 12 June 2021, 20% of the share options are exercisable commencing from 12 June 2022, 20% of the share options are exercisable commencing from 12 June 2023, 20% of the share options are exercisable commencing from 12 June 2024 respectively to 11 December 2028.
- (b) 40% of the share options are exercisable commencing from 12 June 2019, 30% of the share options are exercisable commencing from 12 June 2020, 30% of the share options are exercisable commencing from 12 June 2021 respectively to 11 December 2028.
- (c) 50% of the share options are exercisable commencing from 12 December 2019, 50% of the share options are exercisable commencing from 12 December 2020 respectively to 11 December 2028.
- (d) 100% of the share options are exercisable commencing from 12 June 2020 to 11 December 2028.
- (e) For the avoidance of repeated calculations, 1,379,021 share options for directors' associates have been excluded from this subtotal as they are included in the number for employees with continuous contract.

The total number of share options available for grant under the scheme mandate of the Share Option Scheme as at 1 January 2025 and 31 December 2025 were 149,680,177 and 150,489,235 respectively.

SHARE AWARD SCHEME

The Board has resolved to adopt the Share Award Scheme on 28 March 2022.

1. Objective

The objectives of the Share Award Scheme are: (i) to recognize the contributions of certain employees of the Group provide them with incentives in order to retain them for the continual operation and development of the Group; and (ii) to attract suitable personnel for further development of the Group.

2. Participant

The participants of the Share Award Scheme will include: (i) the employees of any member of the Group; (ii) any advisor or consultant of any member of the Group; and (iii) any other person who, in the sole opinion of the Board, has made or will make contribution to the development and business of any member of the Group.

3. Administration

The Share Award Scheme is subject to the administration of the Board in accordance with the rule of the Share Award Scheme (the "**Scheme Rules**").

Report of the Board of Directors

4. Scheme Limit

The Board shall not make any further award of restricted share units (“**RSU(s)**”) which will result in the aggregate number of the Awarded Shares (as defined below) underlying the RSUs awarded by the Board under the Share Award Scheme exceeding ten per cent. of the issued share capital of the Company from time to time throughout the trust period, which is term of ten years commencing on 28 March 2022. Awards lapsed in accordance with the terms of the Share Award Scheme shall not be counted for the purpose of calculating the ten per cent. limit. The maximum number of Awarded Shares underlying the Share Award Scheme which may be awarded to a selected participant under the Share Award Scheme shall not exceed one per cent. of the issued share capital of the Company in any 12-month period.

5. Voting Rights

The trustee (who is an independent third party) appointed by the Board to manage the Share Award Scheme (“**Trustee**”), the Board and the authorised representatives appointed by the Board by passing ordinary resolutions delegated with authority to give instructions or notices to the Trustee on all matters in connection with the Share Award Scheme and other matters in the routine administration of the Trust (if any) shall not exercise any voting rights attached to any Shares held on the trust constituted by the trust deed (the “**Trust**”).

6. Restrictions

The Awarded Shares awarded to the employee(s) selected by the Board pursuant to the Scheme Rules to participate in the Share Award Scheme (the “**Selected Employee(s)**”) under the Share Award Scheme shall be personal to such employee and shall not be transferable. Each of the Selected Employees shall not sell, transfer, pledge or create any encumbrance by any means in respect of the unvested Awarded shares. The Selected Employee(s) are not entitled to any rights attached to the unvested such number of Shares awarded by the Board pursuant to the Scheme Rules (the “**Awarded Shares**”), including but not limited to any voting right and entitlement to dividends that have accrued prior to the vesting of such Awarded Shares. If any Director or authorised representatives appointed by the Board by passing ordinary resolutions delegated with authority to give instructions or notices to the Trustee on all matters in connection with the Share Award Scheme and other matters in the routine administration of the Trust possesses unpublished inside information in relation to the Company, or where dealings by Directors are prohibited under any code or requirement of the Listing Rules or any applicable laws from time to time, no payment shall be made to the Trustee and no instructions to acquire Shares shall be given to the Trustee under the Share Award Scheme. Further, the Board shall not award any Awarded Shares during the periods in which dealing in Shares is prohibited pursuant to the Listing Rules or any corresponding code or securities dealing restrictions adopted by the Company.

Report of the Board of Directors

7. Operation

Pursuant to the Share Award Scheme, the Board may from time to time instruct the Trustee to purchase the existing Shares in the open market, and determine, among other things, the timing of awards, list of selected employees, number of Awarded Shares, the grant consideration, vesting dates and conditions of vesting mainly based on the overall results and performance of the Group and contributions made by the employees. Unless otherwise determined by the Board at its discretion, the Trustee shall hold Awarded Shares until such Shares are vested in the selected employees in accordance with the Scheme Rules.

8. Vesting and Lapse

Unless otherwise determined by the Board at its discretion, the relevant Awarded Shares held by the Trustee on behalf of the selected employees on Trust shall not vest in the relevant selected employee in the following circumstances: (i) the selected employee ceases to be a selected employee for whatever reason; or (ii) other circumstances as provided in the Scheme Rules. Upon occurrence of any of the above circumstances, any Awarded Shares awarded but have not been vested in the selected employee will be returned to the Trust in accordance with the Scheme Rules. In respect of a selected employee who retires at his normal retirement date at any time prior to a Vesting Date, all the Awarded Shares of such selected employee shall be deemed to be vested on the day immediately prior to his retirement at his normal retirement date.

9. Remaining life of the Share Award Scheme

The Share Award Scheme shall be valid and effective for a period of ten years commencing on 28 March 2022, subject to earlier termination by the Company in general meeting or by the Board. As at the date of this Report, the remaining life of the Share Award Scheme is approximately six years.

Details of the Share Awards granted under the Share Award Scheme

During the year ended 31 December 2025, 8,900,000 Awarded Shares have been vested or transferred under the Share Awarded Scheme, 202,023 Awarded Shares have been granted, no Awarded Shares have lapsed or been cancelled during the Reporting Period.

Since the date of adoption and up to the date of this report, the Board has awarded a total of 35,102,023 Shares under the Scheme, representing approximately 1.6% of the Shares in issue at the date of this Report. During the Reporting Period, the Trustee purchased 7,000,000 Shares from the open market, representing approximately 0.32% of the Shares in issue at the date of this Report. The total number of Shares available for further awards under the Scheme is 15,105,977, representing approximately 0.69% of the Shares in issue as at the date of this Report.

Report of the Board of Directors

On 12 April 2022, the Company has appointed Futu Trustee Limited (the “Trustee”) as a trustee for the purpose of the Share Award Scheme pursuant to the Share Award Scheme Rules. To the best of the Directors’ knowledge, information and belief, having made all reasonable enquiries, the Trustee and its ultimate beneficial owners are third parties independent of the Company and the connected persons of the Company. The Trustees shall administer the Share Award Scheme in accordance with the Share Award Scheme Rules and the respective Trust Deed signed between the Company and Trustee.

Details of the Share Awards granted pursuant to the Share Award Scheme to the grantees are set out below:

Overview on Grant and Vest of Share Awards

Category of Participant	Date of Award	Number of Share Awards	Purchase Price	Vesting Period	Unvested at 1 January 2025	Granted during the Reporting Period	Vested during the Reporting Period	Lapsed during the Reporting Period	Cancelled during the Reporting Period	Unvested at 31 December 2025
(i) Directors	-	-	-	-	-	-	-	-	-	-
(ii) The five highest paid individuals of the Group	11 May 2022	17,000,000	-	1 June 2023	-	-	-	-	-	-
(iii) Other Employees of the Group	11 May 2022	1,800,000	-	1 June 2023	-	-	-	-	-	-
(i) Directors	-	-	-	-	-	-	-	-	-	-
(ii) The five highest paid individuals of the Group	25 May 2023	5,000,000	-	25 May 2024	-	-	-	-	-	-
(iii) Other Employees of the Group	25 May 2023	2,200,000	-	25 May 2024	-	-	-	-	-	-
(i) Directors	-	-	-	-	-	-	-	-	-	-
(ii) The five highest paid individuals of the Group	25 May 2024	5,000,000	-	25 May 2025	5,000,000	-	5,000,000	-	-	-
(iii) Other Employees of the Group	25 May 2024	2,400,000	-	25 May 2025	2,400,000	-	2,400,000	-	-	-
(i) Directors	-	-	-	-	-	-	-	-	-	-
(ii) The five highest paid individuals of the Group	-	-	-	-	-	-	-	-	-	-
(iii) Other Employees of the Group	1 September 2024	1,500,000	-	1 September 2025	1,500,000	-	1,500,000	-	-	-
(i) Directors	-	-	-	-	-	-	-	-	-	-
(ii) The five highest paid individuals of the Group	-	-	-	-	-	-	-	-	-	-
(iii) Other Employees of the Group	3 November 2025	202,023	-	3 November 2026	-	202,023	-	-	-	202,023
Total		35,102,023	-	-	8,900,000	202,023	8,900,000	-	-	202,023

Notes:

- Please refer to note 29 to the financial statements for more details (including the vesting conditions, if any) of the above Share Awards, and please refer to note 2.4 to the financial statements for details of the accounting policy of share-based payments.
- On 11 May 2022, the Company granted 18,800,000 shares to certain employees, which was subject to satisfaction of certain service period for one year and performance target for the year 2022. The fair value of the granted shares is estimated using the Finterty model (HK\$0.38) on the day of the grant, amounting to HK\$7,100,000 (equivalent to approximately RMB6,086,000). The weighted average closing price of the such shares on 11 May 2023, being the trading date immediately before the vesting date, was HK\$0.485.

Report of the Board of Directors

3. On 25 May 2023, the Company granted 7,200,000 shares to certain employees, which was subject to satisfaction of certain service period for one year and performance target for the year 2023. The fair value of the granted shares is estimated using the Finnerty model (HK\$0.38) on the day of the grant, amounting to HK\$2,736,000 (equivalent to approximately RMB2,462,000). The closing price of the such shares on 24 May 2023, being the trading date immediately before the grant date, was HK\$0.465. Among them, 5,400,000 Shares were vested on 25 May 2024. The weighted average closing price of such shares on 24 May 2024, being the trading date immediately before the vesting date, was HK\$0.59.
4. On 25 May 2024, the Company granted 7,400,000 shares to certain employees, which was subject to satisfaction of certain service period for one year and performance target for the year 2024. The fair value of the granted shares is estimated using the Finnerty model (HK\$0.56) on the day of the grant, amounting to HK\$4,134,000 (equivalent to approximately RMB3,764,000). The closing price of such shares on 24 May 2024, being the trading date immediately before the grant date, was HK\$0.59. Specifically, 7,400,000 shares were vested on 25 May 2025 and the weighted average closing price of the such shares on 23 May 2025, being the trading date immediately before the vesting date, was HK\$0.74.
5. On 1 September 2024, the Company granted 1,500,000 shares to certain employees, which was subject to satisfaction of certain service period for one year for the year 2024. The fair value of the granted shares is estimated using the Finnerty model (HK\$0.41) on the day of the grant, amounting to HK\$621,000 (equivalent to approximately RMB566,000). The closing price of such shares on 30 August 2024, being the trading date immediately before the grant date, was HK\$0.445. Specifically, 1,500,000 shares were vested on 1 September 2025 and the weighted average closing price of the such shares on 29 August 2025, being the trading date immediately before the vesting date, was HK\$0.90.
6. On 3 November 2025, the Company granted 202,023 shares to certain employees, which was subject to satisfaction of certain service period for one year for the year 2025. The fair value of the granted shares is estimated using the Finnerty model (HK\$1.15) on the day of the grant, amounting to HK\$232,000 (equivalent to approximately RMB212,000). The closing price of such shares on 31 October 2025, being the trading date immediately before the grant date, was HK\$1.15.

Save as disclosed above, there have been no Share Awards granted under the Share Award Scheme during the year ended 31 December 2025.

The identity of the grantees and the number of RSU granted to each grantee was reviewed and approved by the Company's Remuneration Committee after having taken into account the performance targets for the relevant financial period. The performance targets are related to the profitability of the Group as a whole and the operational performance of various departments in which the grantees work during the year.

The vesting period for the Awarded Shares shall not be less than 12 months. The vesting of the Awarded Shares is subject to the satisfaction of vesting conditions specified in the award notice issued to each of the respective grantees. The performance targets attached to the Awarded Shares, which form part of the vesting conditions, include operational indicators, such as targets for revenue, net profit of the Group, sales income and net operating profit of various sales channels. In the event of a non-satisfactory rating in the annual performance review, the whole or the portion of awards to become vested in such year to the grantee shall be void and forfeited.

Report of the Board of Directors

The Share Awards will be settled by the Shares repurchased by the Trustee on the open market. The 39,848,000 shares and 7,000,000 shares under the Share Award Scheme have been acquired in 2022 and in 2025 respectively by the Trustee from the open market with funds provided by the Company with its internal resources for the purpose of the Share Award Scheme. Once the Awarded Shares are vested and become eligible to transfer, the shares shall be transferred to the grantees from the Trustee at the request of the grantees. Therefore, the grant of the Awarded Shares will not result in any issue of new Shares or any dilution effect on the shareholdings of existing Shareholders.

The total number of Share Awards available for grant under the Share Award Scheme as at 1 January 2025 and 31 December 2025 were 8,308,000 and 15,105,977, representing approximately 0.38% and 0.69% of the Shares in issue as at the date of this Report, respectively.

DIRECTORS' RIGHTS TO ACQUIRE SHARES AND DEBENTURES

Other than the Share Option Scheme as discussed under the section headed "Share Option Scheme" in this annual report, at no time during the Reporting Period there were rights to acquire benefits by means of the acquisition of Shares in or debentures of the Company or other body corporates granted to any Director or their respective associates nor was the Company and any of its subsidiaries a party to any arrangement.

CONNECTED TRANSACTIONS

Details of the continuing connected transaction of the Group during the Reporting Period have been disclosed in the Prospectus, which is fully exempted from the reporting, announcement, Shareholders' approval and annual review requirements under the Listing Rules. Details of the related party transactions of the Group during the Reporting Period are set out in note 33 to the financial statement. These related party transactions do not constitute connected transactions or continuing connected transactions that are required to be disclosed under Chapter 14A of the Listing Rules for the year ended 31 December 2025. Specifically, as all the applicable percentage ratios (as defined in the Listing Rules) were less than 5% and the total consideration for the year was below HK\$3 million, these transactions are connected transactions which are wholly exempted under Chapter 14A of the Listing Rules.

PROPERTY INTERESTS

Description	Use	Approximate area	Stage of completion	Percentage of interest attributable to the Company
No. 46, Fantai Street, Nansha District, Guangzhou, People's Republic of China	Factory	Site area – approximately 58,000 sq. m. Gross floor area – approximately 60,000 sq. m.	Completed	100

Report of the Board of Directors

DIRECTORS' EMOLUMENTS AND FIVE HIGHEST PAID INDIVIDUALS

Details of the remuneration of the Directors and those of the five highest paid individuals of the Group for the year ended 31 December 2025 are set out in note 8 and note 9 to the consolidated financial statements of the Group in this annual report.

None of the Directors waived his/her emoluments nor has agreed to waive his/her emoluments for the year ended 31 December 2025.

PURCHASE, SALE AND REDEMPTION OF SHARES

During the Reporting Period, save that the Trustee under the Share Award Scheme purchased 7,000,000 Shares from open market on the Stock Exchange, neither the Company nor any of its subsidiaries purchased, sold, or redeemed any listed securities of the Company (including sale of treasury shares, if any). As of 31 December 2025, the Company did not have any treasury shares.

CHARITABLE DONATIONS

During the Reporting Period, the charitable contributions and other donations amounted to RMB638,704.

PRE-EMPTIVE RIGHTS

There is no provision regarding pre-emptive rights in the Articles or the laws of the Cayman Islands which would oblige the Company to offer new shares on a pro-rata basis to existing Shareholders.

CORPORATE GOVERNANCE

The Directors recognise the importance of incorporating elements of good corporate governance in the management structures and internal control procedures of the Company so as to achieve effective accountability. The Company is committed to the view that the Board should include a balanced composition of Executive Directors and Independent non-executive Directors so that there is a strong independent element on the Board, which can effectively exercise independent judgement.

The Company has applied the principles and code provisions of the CG Code as set out in Part 2 of Appendix C1 to the Listing Rules as its own code of corporate governance.

The Board is of the view that during the year ended 31 December 2025, the Company has complied with applicable code provisions as set out in the CG Code.

CONFIRMATION OF INDEPENDENT STATUS

The Company has received, from each of the Independent non-executive Directors, an annual confirmation of his independence pursuant to Rule 3.13 of the Listing Rules. The Company considers all of the Independent non-executive Directors independent.

Report of the Board of Directors

DIRECTORS' INTERESTS IN COMPETING BUSINESS

As at 31 December 2025, none of the Directors or their respective close associates had interests in businesses which compete or are likely to compete, either directly or indirectly, with the business of the Group pursuant to the Listing Rules.

DEED OF NON-COMPETITION

Pursuant to the Deed of Non-competition, each of Mr. ZHANG Zejun and Natural Capital has undertaken to the Company that it/he will not engage in, and shall procure his/its close associates (other than members of the Group) not to engage in, any business which competes or is likely to compete, either directly or indirectly, with the businesses of the Group. Details of the Deed of Non-competition have been disclosed in the section headed "Relationship with our Controlling Shareholders – Competing Interests – Deed of Non-competition" of the Prospectus.

The Company has received from Mr. ZHANG Zejun and Natural Capital an annual confirmation that he/it has fully complied with his/its obligations under the Deed of Non-competition. The independent non-executive Directors have reviewed and were satisfied that each of Mr. ZHANG Zejun and Natural Capital had complied with and enforced the provisions of the Deed of Non-competition during the Reporting Period.

SUFFICIENT PUBLIC FLOAT

Based on the information publicly available to the Company and within the knowledge of the Directors, the Directors confirmed that the Company has maintained a sufficient public float required under the Listing Rules as at the date of this annual report.

RELATIONSHIPS WITH EMPLOYEES, SUPPLIERS AND CUSTOMERS

The Group recognises that the employees, customers and suppliers are keys to corporate sustainability and are keen on developing long-term relationships with stakeholders.

The Company places significant emphasis on human capital and strives to foster an environment in which the employee can develop their full potential and to assist their personal and professional growth. The Company provides a fair and safe workplace, promoting diversity to our staff, providing competitive remuneration and benefits and career development opportunities based on their merits and performance. The Group also puts on-going efforts to provide adequate trainings and development resources to the employees so that they can keep abreast of the latest development of the market and the industry and, at the same time, improve their performance and self-fulfillment in their positions.

Report of the Board of Directors

The Group understands that it is important to maintain good relationship with its suppliers and customers to fulfil its immediate and long-term goals. The Group places emphasis on supplier selection and encourages fair and open competition to foster long-term relationships with quality suppliers on the basis of mutual trust. To maintain its market competitiveness within the industry, the Group aims at delivering constantly high standards of quality in the service to its customers. During the Reporting Period, there was no material and significant legal dispute between the Group and its suppliers and/or customers.

PROFESSIONAL TAX ADVICE RECOMMENDED

For any tax implications of purchasing, holding, disposing of, dealing in the shares of the Company, shareholders should consult an expert.

PERMITTED INDEMNITY PROVISIONS

Pursuant to the Articles of Association and subject to the applicable laws and regulations, every Director shall be indemnified and secured harmless out of the assets and profits of the Company against all actions, costs, charges, losses, damages and expenses which they or any of them may incur or sustain in or about the execution of their duty in their offices.

The Company has taken appropriate insurance coverage in respect of Directors' and officers' liability for the Reporting Period. These insurances were in force during the foregoing period and remain in force as at the date of this report.

MANAGEMENT CONTRACTS

No contracts concerning the management and administration of the whole or any substantial part of the business of the Company were entered into or existed during the Reporting Period.

EVENTS AFTER THE REPORTING PERIOD

Save as the business updates as disclosed in the announcement of the Company dated 18 March 2026, which provides the Company's unaudited sales figures during the 2026 Chinese New Year period and the first two months of 2026, there was no other significant event relevant to the business or financial performance of the Group that should be brought to the attention of the shareholders since 31 December 2025.

REVIEW OF THE ANNUAL RESULTS

The Audit Committee had reviewed this annual report (including the Financial Statements) and the annual results announcement of the Company for the year ended 31 December 2025 and had submitted the same to the Board for approval. Members of the Audit Committee were of the opinion that the financial statements, the results announcement and this annual report had been prepared in compliance with the applicable accounting standards and the Listing Rules and that adequate disclosure had been made.

Report of the Board of Directors

AUDITORS

The financial statements of the Company for the year ended 31 December 2025 have been audited by Ernst & Young which will retire, and, being eligible, offer themselves for re-appointment at the forthcoming AGM. There was no change in the Company's auditors in any of the preceding three years.

A resolution for the re-appointment of Ernst & Young as auditors of the Company is to be proposed at the forthcoming AGM.

For and on behalf of the Board
Natural Food International Holding Limited
GUI Changqing
Chairman

30 March 2026

Independent Auditor's Report



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Quarry Bay, Hong Kong

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To the shareholders of Natural Food International Holding Limited

(Incorporated in the Cayman Islands with limited liability)

OPINION

We have audited the consolidated financial statements of Natural Food International Holding Limited (the “**Company**”) and its subsidiaries (the “**Group**”) set out on pages 75 to 155, which comprise the consolidated statement of financial position as at 31 December 2025, and the consolidated statement of profit or loss and other comprehensive income, the consolidated statement of changes in equity and the consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy information.

In our opinion, the consolidated financial statements give a true and fair view of the consolidated financial position of the Group as at 31 December 2025, and of its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with HKFRS Accounting Standards (“**HKFRSs**”) issued by the Hong Kong Institute of Certified Public Accountants (“**HKICPA**”) and have been properly prepared in compliance with the disclosure requirements of the Hong Kong Companies Ordinance.

BASIS FOR OPINION

We conducted our audit in accordance with Hong Kong Standards on Auditing (“**HKSA**s”) issued by the HKICPA. Our responsibilities under those standards are further described in the *Auditor’s responsibilities for the audit of the consolidated financial statements* section of our report. We are independent of the Group in accordance with the HKICPA’s *Code of Ethics for Professional Accountants* (the “**Code**”), and we have fulfilled our other ethical responsibilities in accordance with the Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

KEY AUDIT MATTERS

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. For each matter below, our description of how our audit addressed the matter is provided in that context.

We have fulfilled the responsibilities described in the *Auditor’s responsibilities for the audit of the consolidated financial statements* section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the consolidated financial statements. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis for our audit opinion on the accompanying consolidated financial statements.

Independent Auditor's Report

Key audit matter

Revenue recognition

The Group is principally engaged in the processing and selling of natural health food.

There is a risk inherent in the revenue recorded based on the fact that the Group earns revenue primarily through a chain of retail outlet channels, third-party online retail platform networks and distribution business.

For the year ended 31 December 2025, the Group's consolidated revenue amounted to RMB2,525,591,000. Revenue was significant in our audit of the consolidated financial statements for the current year.

Please refer to note 2.4 and note 3 to the consolidated financial statements for Material accounting policies relating to revenue recognition, and note 5 to the consolidated financial statements for the related disclosures of revenue for the Group.

How our audit addressed the key audit matter

The audit procedures included but not limited to as following:

- (i) We reviewed and assessed the Group's revenue recognition policy across various sales channels and significant terms and conditions in contracts.
- (ii) We obtained an understanding of the transaction process of revenue recognition and evaluated the design, implementation and operating effectiveness of key internal controls which govern the revenue recognition.
- (iii) We performed analytical procedures on the Group's revenue by different channels and by months to identify and investigate transactions of higher risks of misstatements. We also performed revenue cut-off procedures as well as tests of details as part of our substantive audit procedures.
- (iv) We obtained confirmations of trade receivables, on a sample basis, from major retail outlet channels of the Group. For uncollected confirmations, we performed alternative procedures by comparing details with contracts, invoices and other related documentation.
- (v) We checked the adequacy of the Group's relevant disclosures in the consolidated financial statements.

Independent Auditor's Report

OTHER INFORMATION INCLUDED IN THE ANNUAL REPORT

The directors of the Company are responsible for the other information. The other information comprises the information included in the Annual Report, other than the consolidated financial statements and our auditor's report thereon.

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

RESPONSIBILITIES OF THE DIRECTORS FOR THE CONSOLIDATED FINANCIAL STATEMENTS

The directors of the Company are responsible for the preparation of the consolidated financial statements that give a true and fair view in accordance with HKFRSs issued by the HKICPA and the disclosure requirements of the Hong Kong Companies Ordinance, and for such internal control as the directors determine is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, the directors of the Company are responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors of the Company either intend to liquidate the Group or to cease operations or have no realistic alternative but to do so.

The directors of the Company are assisted by the Audit Committee in discharging their responsibilities for overseeing the Group's financial reporting process.

Independent Auditor's Report

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Our report is made solely to you, as a body, and for no other purpose. We do not assume responsibility towards or accept liability to any other person for the contents of this report.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with HKSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with HKSAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

Independent Auditor's Report

- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the consolidated financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with the Audit Committee regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the Audit Committee with a statement that we have complied with relevant ethical requirements regarding independence and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with the Audit Committee, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

The engagement partner on the audit resulting in this independent auditor's report is Man Lok Chau (practising certificate number: P05662).

Certified Public Accountants

Hong Kong

30 March 2026

Consolidated Statement of Profit or Loss and Other Comprehensive Income

Year ended 31 December 2025

	Notes	2025 RMB'000	2024 RMB'000
REVENUE	5	2,525,591	2,060,367
Cost of sales		(883,050)	(704,080)
Gross profit		1,642,541	1,356,287
Other income and gains	5	22,014	20,274
Selling and distribution expenses		(1,234,631)	(1,043,438)
Administrative expenses		(99,668)	(106,072)
Impairment losses on financial assets	6	(1,817)	(15)
Other expenses		(2,261)	(7,098)
Finance costs	7	(362)	(377)
PROFIT BEFORE TAX	6	325,816	219,561
Income tax expense	10	(60,131)	(31,703)
PROFIT FOR THE YEAR		265,685	187,858
Attributable to:			
Owners of the parent		265,685	187,858
EARNINGS PER SHARE ATTRIBUTABLE TO ORDINARY EQUITY HOLDERS OF THE PARENT	12		
Basic		0.122	0.087
Diluted		0.122	0.086

Consolidated Statement of Profit or Loss and Other Comprehensive Income

Year ended 31 December 2025

	2025 RMB'000	2024 RMB'000
OTHER COMPREHENSIVE INCOME		
Other comprehensive loss that may be reclassified to profit or loss in subsequent periods:		
Exchange differences on translation of foreign operations	(2,613)	(8,531)
Other comprehensive (loss)/income that will not to be reclassified to profit or loss in subsequent periods:		
Translation from functional currency to presentation currency	(3,277)	12,666
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	259,795	191,993
Attributable to:		
Owners of the parent	259,795	191,993

Consolidated Statement of Financial Position

31 December 2025

	Notes	31 December 2025 RMB'000	31 December 2024 RMB'000
NON-CURRENT ASSETS			
Property, plant and equipment	13	285,723	290,263
Right-of-use assets	15(a)	43,231	43,570
Intangible assets	14	167	221
Deferred tax assets	16	19,383	21,046
Time deposit	22	30,055	–
Other non-current assets	17	6,543	2,838
Total non-current assets		385,102	357,938
CURRENT ASSETS			
Inventories	18	160,815	94,583
Trade and bills receivables	19	272,162	223,691
Prepayments, other receivables and other assets	20	60,881	38,316
Financial assets at fair value through profit or loss	21	1,648	11,226
Amounts due from related parties	34	17	17
Cash and cash equivalents	22	1,011,252	835,197
Time deposits	22	185,655	276,419
Total current assets		1,692,430	1,479,449
CURRENT LIABILITIES			
Trade payables	23	135,095	114,035
Other borrowings	26	4,993	–
Contract liabilities	24	29,434	17,378
Other payables and accruals	25	140,967	123,820
Lease liabilities	15(b)	4,750	5,105
Tax payable		53,723	36,375
Total current liabilities		368,962	296,713
NET CURRENT ASSETS		1,323,468	1,182,736
TOTAL ASSETS LESS CURRENT LIABILITIES		1,708,570	1,540,674

Consolidated Statement of Financial Position

31 December 2025

	Notes	31 December 2025 RMB'000	31 December 2024 RMB'000
NON-CURRENT LIABILITIES			
Deferred tax liabilities	16	11,306	13,645
Lease liabilities	15(b)	2,233	6,737
Total non-current liabilities		13,539	20,382
Net assets		1,695,031	1,520,292
EQUITY			
Equity attributable to owners of the parent			
Share capital	27	147	147
Reserves	30	1,694,884	1,520,145
Total equity		1,695,031	1,520,292

Director

Director

Consolidated Statement of Changes in Equity

Year ended 31 December 2025

	Share capital	Shares held for the share award scheme	Share premium	Share option reserve	Share award reserve	Merger reserve	Exchange fluctuation reserve	Statutory surplus reserve	Retained profits	Total
	RMB'000 (Note 27)	RMB'000 (Note 29)	RMB'000 (Note 30(a))	RMB'000 (Note 28)	RMB'000 (Note 29)	RMB'000 (Note 30(b))	RMB'000 (Note 30(c))	RMB'000 (Note 30(d))	RMB'000	RMB'000
At 1 January 2025	147	(8,092)	1,029,979	28,729	2,551	(87,350)	(13,642)*	38,430	529,540	1,520,292
Profit for the year	-	-	-	-	-	-	-	-	265,685	265,685
Exchange differences on translation of foreign operations	-	-	-	-	-	-	(5,890)	-	-	(5,890)
Total comprehensive income for the year	-	-	-	-	-	-	(5,890)	-	265,685	259,795
Share purchased for the share award scheme	-	(6,970)	(12)	-	-	-	-	-	-	(6,982)
Equity-settled share award expense	-	-	-	-	1,790	-	-	-	-	1,790
Vested awarded shares transferred to employees	-	4,751	(422)	-	(4,329)	-	-	-	-	-
Transfer from retained profits	-	-	-	-	-	-	-	772	(772)	-
Dividend paid	-	-	(79,864)	-	-	-	-	-	-	(79,864)
At 31 December 2025	147	(10,311)*	949,681*	28,729*	12*	(87,350)*	(19,532)*	39,202*	794,453*	1,695,031

* These reserve accounts comprise the consolidated reserves of RMB1,694,884,000 in the consolidated statement of financial position.

	Share capital	Shares held for the share award scheme	Share premium	Share option reserve	Share award reserve	Merger reserve	Exchange fluctuation reserve	Statutory surplus reserve	Retained profits	Total
	RMB'000 (Note 27)	RMB'000 (Note 29)	RMB'000 (Note 30(a))	RMB'000 (Note 28)	RMB'000 (Note 29)	RMB'000 (Note 30(b))	RMB'000 (Note 30(c))	RMB'000 (Note 30(d))	RMB'000	RMB'000
At 1 January 2024	147	(10,978)*	1,101,382*	28,708*	1,629*	(87,350)*	(17,777)*	34,644*	345,362*	1,395,767
Profit for the year	-	-	-	-	-	-	-	-	187,858	187,858
Exchange differences on translation of foreign operations	-	-	-	-	-	-	4,135	-	-	4,135
Total comprehensive income for the year	-	-	-	-	-	-	4,135	-	187,858	191,993
Equity-settled share option arrangements	-	-	-	127	-	-	-	-	-	127
Equity-settled share award expense	-	-	-	-	2,926	-	-	-	-	2,926
Transfer of share option reserve upon the forfeiture or expiry of share options	-	-	-	(106)	-	-	-	-	106	-
Vested awarded shares transferred to employees	-	2,886	(882)	-	(2,004)	-	-	-	-	-
Transfer from retained profits	-	-	-	-	-	-	-	3,786	(3,786)	-
Dividend Paid	-	-	(70,521)	-	-	-	-	-	-	(70,521)
At 31 December 2024	147	(8,092)*	1,029,979*	28,729*	2,551*	(87,350)*	(13,642)*	38,430*	529,540*	1,520,292

* These reserve accounts comprise the consolidated reserves of RMB1,520,145,000 in the consolidated statement of financial position.

Consolidated Statement of Cash Flows

Year ended 31 December 2025

	Notes	2025 RMB'000	2024 RMB'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Profit before tax		325,816	219,561
Adjustments for:			
Bank interest income	5	(12,745)	(12,671)
Income from financial assets measured at fair value through profit or loss	5	(4,680)	(4,947)
Finance costs	7	362	377
Gain on fair value changes	5	(423)	(363)
Depreciation of property, plant and equipment	6	30,158	29,393
Depreciation of right-of-use assets	6	5,939	6,540
Amortisation of intangible assets	6	54	54
Impairment losses of trade receivables and other receivables, net	6	1,817	15
(Gain)/Loss on disposal of items of property, plant and equipment	6	(145)	1,770
Equity-settled share option expenses	28	-	127
Equity-settled share award expenses	29	1,790	2,926
		347,943	242,782
Increase in inventories		(66,232)	(1,108)
Increase in trade and bills receivables		(50,288)	(6,704)
(Increase)/decrease in prepayments, other receivables and other assets		(7,549)	10,201
Decrease in amounts due from related parties		-	2,133
Decrease in restricted bank deposits		-	1,873
Increase in trade payables		21,060	16,689
Increase in in other payables and accruals		16,970	15,523
Increase in contract liabilities		12,056	2,796
Cash generated from operations		273,960	284,185
Interest received		5,488	12,672
Income tax paid		(43,458)	(25,405)
Net cash flows from operating activities		235,990	271,452

Consolidated Statement of Cash Flows

Year ended 31 December 2025

	Note	2025 RMB'000	2024 RMB'000
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of financial assets measured at fair value through profit or loss		(1,657,000)	(1,899,100)
Proceeds from redemption of financial assets measured at fair value through profit or loss		1,671,681	1,894,047
Purchase of Time deposits		(378,169)	(548,552)
Proceeds from redemption of Time deposits		445,846	376,827
Purchase of items of property, plant and equipment		(34,189)	(24,634)
Proceeds from disposal of items of property, plant and equipment		339	35
Net cash flows from/(used) in investing activities		48,508	(201,377)
CASH FLOWS FROM FINANCING ACTIVITIES			
Trade receivables settled through supplier finance arrangements (note 26)		4,993	–
Interest paid		(362)	(377)
Principal portion of lease payments		(5,610)	(5,428)
Proceeds for repurchase shares held for Share Award Scheme		(22,000)	–
Dividends paid		(79,864)	(70,521)
Net cash flows used in financing activities		(102,843)	(76,326)
NET INCREASE/ (DECREASE) IN CASH AND CASH EQUIVALENTS			
		181,655	(6,251)
Cash and cash equivalents at beginning of year		835,197	840,471
Effect of foreign exchange rate changes, net		(5,600)	977
CASH AND CASH EQUIVALENTS AT END OF YEAR		1,011,252	835,197
ANALYSIS OF BALANCES OF CASH AND CASH EQUIVALENTS			
Cash and cash equivalents	22	1,011,252	835,197

Notes to Financial Statements

31 December 2025

1. CORPORATE INFORMATION

The Company was formerly known as Roomy Development Holdings Limited, a limited liability company incorporated under the laws of the British Virgin Islands (the “**BVI**”) on 30 November 2009. It was registered by way of continuation in the Cayman Islands as an exempted company with limited liability under the laws of the Cayman Islands and changed its name to “Natural Food International Holding Limited” on 11 May 2018. The address of the registered office of the Company is PO Box 309, Uglan House, Grand Cayman, KY1-1104, Cayman Islands. The Company was listed on the Main Board of The Stock Exchange of Hong Kong Limited (the “**Stock Exchange**”) on 12 December 2018 (the “**Listing**”).

The Company is an investment holding company. The Company and its subsidiaries (collectively referred to as the “**Group**”) are principally engaged in processing and selling natural health food in the People’s Republic of China (the “**Chinese Mainland**”).

Information about subsidiaries

Particulars of the company’s principal subsidiaries are as follows:

Name	Place and date of incorporation/ establishment and place of business	Type of legal entity	Issued ordinary/ registered share capital	Percentage of equity interests attributable to the Company		Principal activities
				Direct	Indirect	
Natural Food International Group Limited	Hong Kong, 14 January 2009	Limited Liability Company	Hong Kong dollar (“ HK\$ ”)10,000	100%	–	Investment holding
Shenzhen Natural Food Co., Ltd.#	Chinese Mainland, 15 December, 2011	Limited Liability Company	HK\$8,000,000	–	100%	Sale of natural health food
Hubei Fuya Food Science and Technology Co., Ltd.	Chinese Mainland, 30 March 2011	Limited Liability Company	RMB20,000,000	–	100%	Manufacture and sale of natural health food
Natural Food (Guangzhou) Co., Ltd.#	Chinese Mainland, 16 March 2016	Limited Liability Company	HK\$135,000,000	–	100%	Manufacture and sale of natural health food
Shenzhen Xiangya Food Co., Ltd.	Chinese Mainland, 9 March 2007	Limited Liability Company	RMB1,000,000	–	100%	Sale of natural health food
Shenzhen Changqing Food Technology Co., Ltd.	Chinese Mainland, 10 November 2010	Limited Liability Company	RMB5,000,000	–	100%	Sale of natural health food

These subsidiaries were registered as wholly-owned foreign enterprises under Chinese Mainland law.

The above table lists the subsidiaries of the Company which, in the opinion of the directors, principally affected the results for the year or formed a substantial portion of the net assets of the Group.

Notes to Financial Statements

31 December 2025

2.1 BASIS OF PREPARATION

These financial statements have been prepared in accordance with HKFRS Accounting Standards (which include all Hong Kong Financial Reporting Standards, Hong Kong Accounting Standards (“HKASs”) and Interpretations) issued by the Hong Kong Institute of Certified Public Accountants (“HKICPA”) and the disclosure requirements of the Hong Kong Companies Ordinance. They have been prepared under the historical cost convention, except for financial assets at fair value through profit or loss, which have been measured at fair value. These financial statements are presented in Renminbi (“RMB”) and all values are rounded to the nearest thousand (RMB’000) except when otherwise indicated.

Basis of consolidation

The consolidated financial statements include the financial statements of the Company and its subsidiaries for the year ended 31 December 2025. A subsidiary is an entity (including a structured entity), directly or indirectly, controlled by the Company. Control is achieved when the Group is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee (i.e., existing rights that give the Group the current ability to direct the relevant activities of the investee).

Generally, there is a presumption that a majority of voting rights results in control. When the Company has, less than a majority of the voting or similar rights of an investee, the Group considers all relevant facts and circumstances in assessing whether it has power over an investee, including:

- (a) the contractual arrangement with the other vote holders of the investee;
- (b) rights arising from other contractual arrangements; and
- (c) the Group’s voting rights and potential voting rights.

The financial statements of the subsidiaries are prepared for the same reporting period as the Company, using consistent accounting policies. The results of subsidiaries are consolidated from the date on which the Group obtains control, and continue to be consolidated until the date that such control ceases.

Profit or loss and each component of other comprehensive income are attributed to the owners of the parent of the Group and to the non-controlling interests, even if this results in the non-controlling interests having a deficit balance. All intra-group assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated in full on consolidation.

The Group reassesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control described above. A change in the ownership interest of a subsidiary, without a loss of control, is accounted for as an equity transaction.

Notes to Financial Statements

31 December 2025

2.1 BASIS OF PREPARATION (continued)

Basis of consolidation (continued)

If the Group loses control over a subsidiary, it derecognises the related assets (including goodwill), liabilities any non-controlling interest and the exchange fluctuation reserve; and recognises the fair value of any investment retained and any resulting surplus or deficit in profit or loss. The Group's share of components previously recognised in other comprehensive income is reclassified to profit or loss or retained profits, as appropriate, on the same basis as would be required if the Group had directly disposed of the related assets or liabilities.

2.2 CHANGES IN ACCOUNTING POLICIES AND DISCLOSURES

The Group has adopted amendments to HKAS 21 Lack of Exchangeability for the first time for the current year's financial statements. The Group has not early adopted any other standard or amendment that has been issued but is not yet effective.

Amendments to HKAS 21 specify how an entity shall assess whether a currency is exchangeable into another currency and how it shall estimate a spot exchange rate at a measurement date when exchangeability is lacking. The amendments require disclosures of information that enable users of financial statements to understand the impact of a currency not being exchangeable. As the currencies that the Group had transacted in and the functional currencies of overseas subsidiaries, joint ventures and associates for translation into the Group's presentation currency were exchangeable, the amendments did not have any impact on the Group's financial statements.

Notes to Financial Statements

31 December 2025

2.3 ISSUED BUT NOT YET EFFECTIVE HONG KONG FINANCIAL REPORTING STANDARDS

The Group has not applied the following new and revised HKFRSs that have been issued but are not yet effective, in the financial statements. The Group intends to apply these revised HKFRSs, if applicable, when they become effective.

HKFRS 18	<i>Presentation and Disclosure in Financial Statements²</i>
HKFRS 19 and its amendments	<i>Subsidiaries without Public Accountability: Disclosures²</i>
Amendments to HKFRS 9 and HKFRS 7	<i>Amendments to the Classification and Measurement of Financial Instruments¹</i>
Amendments to HKFRS 9 and HKFRS 7	<i>Contracts Referencing Nature-dependent Electricity¹</i>
Amendments to HKFRS 10 and HKAS 28	<i>Sale or Contribution of Assets between an Investor and its Associate or Joint Venture³</i>
Amendments to HKAS 21	<i>Translation to a Hyperinflationary Presentation Currency²</i>
Annual Improvements to HKFRS Accounting Standards – Volume 11	<i>Amendments to HKFRS 1, HKFRS 7, HKFRS 9, HKFRS 10 and HKAS 7¹</i>

¹ Effective for annual periods beginning on or after 1 January 2026

² Effective for annual periods beginning on or after 1 January 2027

³ No mandatory effective date yet determined but available for adoption

Further information about those HKFRSs that are expected to be applicable to the Group is described below:

HKFRS 18 replaces HKAS 1 *Presentation of Financial Statements*. While a number of sections have been brought forward from HKAS 1 with limited changes, HKFRS 18 introduces new requirements for presentation within the statement of profit or loss, including specified totals and subtotals. Entities are required to classify all income and expenses within the statement of profit or loss into one of the five categories: operating, investing, financing, income taxes and discontinued operations and to present two new defined subtotals. It also requires disclosures about management-defined performance measures in a single note and introduces enhanced requirements on the grouping (aggregation and disaggregation) and the location of information in both the primary financial statements and the notes. Some requirements previously included in HKAS 1 are moved to HKAS 8 Accounting Policies, Changes in Accounting Estimates and Errors, which is renamed as HKAS 8 Basis of Preparation of Financial Statements. As a consequence of the issuance of HKFRS 18, limited, but widely applicable, amendments are made to HKAS 7 Statement of Cash Flows, HKAS 33 Earnings per Share and HKAS 34 Interim Financial Reporting. In addition, there are minor consequential amendments to other HKFRS Accounting Standards. HKFRS 18 and the consequential amendments to other HKFRS Accounting Standards are effective for annual periods beginning on or after 1 January 2027 with earlier application permitted. Retrospective application is required. The Group is currently analysing the new requirements and assessing the impact of HKFRS 18 on the presentation and disclosure of the Group's financial statements.

Notes to Financial Statements

31 December 2025

2.3 ISSUED BUT NOT YET EFFECTIVE HONG KONG FINANCIAL REPORTING STANDARDS (continued)

HKFRS 19 allows eligible entities to elect to apply reduced disclosure requirements while still applying the recognition, measurement and presentation requirements in other HKFRS Accounting Standards. To be eligible, at the end of the reporting period, an entity must be a subsidiary as defined in HKFRS 10 Consolidated Financial Statements, cannot have public accountability and must have a parent (ultimate or intermediate) that prepares consolidated financial statements available for public use which comply with HKFRS Accounting Standards or IFRS Accounting Standards. (See commentary on page (50)) HKFRS 19 was amended in April 2025 to include IFRS Accounting Standards in the eligibility criteria for applying the standard. The standard was further amended in October 2025 to (i) remove disclosure objectives from HKFRS 19; (ii) reduce the disclosure requirements relating to supplier finance arrangements and a specific class of financial liabilities; and (iii) replace disclosure requirements relating to management-defined performance measures with a cross-reference to HKFRS 18 for entities that use these measures. Earlier application is permitted. As the Company is a listed company, it is not eligible to elect to apply HKFRS 19 and its amendments. Some of the Company's subsidiaries are considering the application of HKFRS 19 and its amendments in their specified financial statements.

Amendments to HKFRS 9 and HKFRS 7 Amendments to the Classification and Measurement of Financial Instruments clarify the date on which a financial asset or financial liability is derecognised and introduce an accounting policy option to derecognise a financial liability that is settled through an electronic payment system before the settlement date if specified criteria are met. The amendments clarify how to assess the contractual cash flow characteristics of financial assets with environmental, social and governance and other similar contingent features. Moreover, the amendments clarify the requirements for classifying financial assets with non-recourse features and contractually linked instruments. The amendments also include additional disclosures for investments in equity instruments designated at fair value through other comprehensive income and financial instruments with contingent features. The amendments shall be applied retrospectively with an adjustment to opening retained profits (or other component of equity) at the initial application date. Prior periods are not required to be restated and can only be restated without the use of hindsight. Earlier application of either all the amendments at the same time or only the amendments related to the classification of financial assets is permitted. The amendments are not expected to have any significant impact on the Group's financial statements.

Notes to Financial Statements

31 December 2025

2.3 ISSUED BUT NOT YET EFFECTIVE HONG KONG FINANCIAL REPORTING STANDARDS (continued)

Amendments to HKFRS 9 and HKFRS 7 Contracts Referencing Nature-dependent Electricity clarify the application of the “own-use” requirements for in-scope contracts and amend the designation requirements for a hedged item in a cash flow hedging relationship for in-scope contracts. The amendments also include additional disclosures that enable users of financial statements to understand the effects these contracts have on an entity’s financial performance and future cash flows. The amendments relating to the own-use exception shall be applied retrospectively. Prior periods are not required to be restated and can only be restated without the use of hindsight. The amendments relating to the hedge accounting shall be applied prospectively to new hedging relationships designated on or after the date of the initial application. Earlier application is permitted. The amendments to HKFRS 9 and HKFRS 7 shall be applied at the same time. The amendments are not expected to have any significant impact on the Group’s financial statements.

Amendments to HKFRS 10 and HKAS 28 address an inconsistency between the requirements in HKFRS 10 and in HKAS 28 in dealing with the sale or contribution of assets between an investor and its associate or joint venture. The amendments require a full recognition of a gain or loss resulting from a downstream transaction when the sale or contribution of assets constitutes a business. For a transaction involving assets that do not constitute a business, a gain or loss resulting from the transaction is recognised in the investor’s profit or loss only to the extent of the unrelated investor’s interest in that associate or joint venture. The amendments are to be applied prospectively. The previous mandatory effective date of amendments to HKFRS 10 and HKAS 28 was removed by the HKICPA. However, the amendments are available for adoption now.

Annual Improvements to HKFRS Accounting Standards – Volume 11 set out amendments to HKFRS 1, HKFRS 7 (and the accompanying Guidance on implementing HKFRS 7), HKFRS 9, HKFRS 10 and HKAS 7. Details of the amendments that are expected to be applicable to the Group are as follows:

- *HKFRS 7 Financial Instruments: Disclosures*: The amendments have updated certain wording in paragraph B38 of HKFRS 7 and paragraphs IG1, IG14 and IG20B of the *Guidance on implementing HKFRS 7* for the purpose of simplification or achieving consistency with other paragraphs in the standard and/or with the concepts and terminology used in other standards. In addition, the amendments clarify that the *Guidance on implementing HKFRS 7* does not necessarily illustrate all the requirements in the referenced paragraphs of HKFRS 7 nor does it create additional requirements. Earlier application is permitted. The amendments are not expected to have any significant impact on the Group’s financial statements.

Notes to Financial Statements

31 December 2025

2.3 ISSUED BUT NOT YET EFFECTIVE HONG KONG FINANCIAL REPORTING STANDARDS (continued)

- **HKFRS 9 *Financial Instruments*:** The amendments clarify that when a lessee has determined that a lease liability has been extinguished in accordance with HKFRS 9, the lessee is required to apply paragraph 3.3.3 of HKFRS 9 and recognise any resulting gain or loss in profit or loss. However, the amendments do not address how a lessee distinguishes between a lease modification as defined in HKFRS 16 and an extinguishment of a lease liability in accordance with HKFRS 9. In addition, the amendments have updated certain wording in paragraph 5.1.3 of HKFRS 9 and Appendix A of HKFRS 9 to remove potential confusion. Earlier application is permitted. The amendments are not expected to have any significant impact on the Group's financial statements.
- **HKFRS 10 *Consolidated Financial Statements*:** The amendments clarify that the relationship described in paragraph B74 of HKFRS 10 is just one example of various relationships that might exist between the investor and other parties acting as de facto agents of the investor, which removes the inconsistency with the requirement in paragraph B73 of HKFRS 10. Earlier application is permitted. The amendments are not expected to have any significant impact on the Group's financial statements.
- **HKAS 7 *Statement of Cash Flows*:** The amendments replace the term "cost method" with "at cost" in paragraph 37 of HKAS 7 following the prior deletion of the definition of "cost method". Earlier application is permitted. The amendments are not expected to have any impact on the Group's financial statements.

2.4 MATERIAL ACCOUNTING POLICIES

Fair value measurement

The Group measures its investment properties, derivative financial instruments and equity investments at fair value at the end of each reporting period. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either in the principal market for the asset or liability, or in the absence of a principal market, in the most advantageous market for the asset or liability. The principal or the most advantageous market must be accessible by the Group. The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

Notes to Financial Statements

31 December 2025

2.4 MATERIAL ACCOUNTING POLICIES (continued)

Fair value measurement (continued)

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Group uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

- Level 1 – based on quoted prices (unadjusted) in active markets for identical assets or liabilities
- Level 2 – based on valuation techniques for which the lowest level input that is significant to the fair value measurement is observable, either directly or indirectly
- Level 3 – based on valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable

For assets and liabilities that are recognised in the financial statements on a recurring basis, the Group determines whether transfers have occurred between levels in the hierarchy by reassessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

Impairment of non-financial assets

Where an indication of impairment exists, or when annual impairment testing for an asset is required (other than inventories, contract assets, deferred tax assets, financial assets, and non-current assets), the asset's recoverable amount is estimated. An asset's recoverable amount is the higher of the asset's or cash-generating unit's value in use and its fair value less costs of disposal, and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets, in which case the recoverable amount is determined for the cash-generating unit to which the asset belongs.

Notes to Financial Statements

31 December 2025

2.4 MATERIAL ACCOUNTING POLICIES (continued)

Impairment of non-financial assets (continued)

An impairment loss is recognised only if the carrying amount of an asset exceeds its recoverable amount. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. An impairment loss is charged to profit or loss in the period in which it arises in those expense categories consistent with the function of the impaired asset.

An assessment is made at the end of each reporting period as to whether there is an indication that previously recognised impairment losses may no longer exist or may have decreased. If such an indication exists, the recoverable amount is estimated. A previously recognised impairment loss of an asset other than goodwill is reversed only if there has been a change in the estimates used to determine the recoverable amount of that asset, but not to an amount higher than the carrying amount that would have been determined (net of any depreciation/amortisation) had no impairment loss been recognised for the asset in prior years. A reversal of such an impairment loss is credited to profit or loss in the period in which it arises.

Related parties

A party is considered to be related to the Group if:

- (a) the party is a person or a close member of that person's family and that person
 - (i) has control or joint control over the Group;
 - (ii) has significant influence over the Group; or
 - (iii) is a member of the key management personnel of the Group or of a parent of the Group;

or

- (b) the party is an entity where any of the following conditions applies:
 - (i) the entity and the Group are members of the same group;
 - (ii) one entity is an associate or joint venture of the other entity (or of a parent, subsidiary or fellow subsidiary of the other entity);
 - (iii) the entity and the Group are joint ventures of the same third party;
 - (iv) one entity is a joint venture of a third entity and the other entity is an associate of the third entity;

Notes to Financial Statements

31 December 2025

2.4 MATERIAL ACCOUNTING POLICIES (continued)

Related parties (continued)

- (b) (continued)
- (v) the entity is a post-employment benefit plan for the benefit of employees of either the Group or an entity related to the Group;
 - (vi) the entity is controlled or jointly controlled by a person identified in (a);
 - (vii) a person identified in (a)(i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity); and
 - (viii) the entity, or any member of a group of which it is a part, provides key management personnel services to the Group or to the parent of the Group.

Property, plant and equipment and depreciation

Property, plant and equipment, other than construction in progress, are stated at cost less accumulated depreciation and any impairment losses. The cost of an item of property, plant and equipment comprises its purchase price and any directly attributable costs of bringing the asset to its working condition and location for its intended use.

Expenditure incurred after items of property, plant and equipment have been put into operation, such as repairs and maintenance, is normally charged to profit or loss in the period in which it is incurred. In situations where the recognition criteria are satisfied, the expenditure for a major inspection is capitalised in the carrying amount of the asset as a replacement. Where significant parts of property, plant and equipment are required to be replaced at intervals, the Group recognises such parts as individual assets with specific useful lives and depreciates them accordingly.

Notes to Financial Statements

31 December 2025

2.4 MATERIAL ACCOUNTING POLICIES (continued)

Property, plant and equipment and depreciation (continued)

Depreciation is calculated on the straight-line basis to write off the cost of each item of property, plant and equipment to its residual value over its estimated useful life. The principal annual rates used for this purpose are as follows:

Buildings	5%
Plant, machinery and equipment	10% to 19%
Motor vehicles	19%
Office equipment and others	19% to 32%
Leasehold improvements	The shorter of estimated useful lives and remaining lease terms

Where parts of an item of property, plant and equipment have different useful lives, the cost of that item is allocated on a reasonable basis among the parts and each part is depreciated separately. Residual values, useful lives and the depreciation method are reviewed, and adjusted if appropriate, at least at each financial year end.

An item of property, plant and equipment including any significant part initially recognised is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss on disposal or retirement recognised in profit or loss in the year the asset is derecognised is the difference between the net sales proceeds and the carrying amount of the relevant asset.

Construction in progress is stated at cost less any impairment losses, and is not depreciated. It is reclassified to the appropriate category of property, plant and equipment when completed and ready for use.

Intangible assets (other than goodwill)

Intangible assets acquired separately are measured on initial recognition at cost. The cost of intangible assets acquired in a business combination is the fair value at the date of acquisition. The useful lives of intangible assets are assessed to be either finite or indefinite. Intangible assets with finite lives are subsequently amortised over the useful economic life and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method for an intangible asset with a finite useful life are reviewed at least at each financial year end.

Software

Software is stated at cost less any impairment losses and is amortised on the straight-line basis over its estimated useful life of 5 years.

Notes to Financial Statements

31 December 2025

2.4 MATERIAL ACCOUNTING POLICIES (continued)

Leases

The Group assesses at contract inception whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

Group as a lessee

The Group applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Group recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

(a) *Right-of-use assets*

The Group recognises right-of-use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and any impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Where applicable, the cost of a right-of-use asset also includes an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease terms and the estimated useful lives of the assets as follows:

Properties and plant	2 to 5 years
Leasehold land	50 years

If ownership of the leased asset transfers to the Group by the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

Notes to Financial Statements

31 December 2025

2.4 MATERIAL ACCOUNTING POLICIES (continued)

Leases (continued)

Group as a lessee (continued)

(b) *Lease liabilities*

Lease liabilities are recognised at the commencement date of the lease at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for termination of a lease, if the lease term reflects the Group exercising the option to terminate the lease. The variable lease payments that do not depend on an index or a rate are recognised as an expense in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Group uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made.

(c) *Short-term leases and leases of low-value assets*

The Group applies the short-term lease recognition exemption to its short-term leases of properties (that is those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the recognition exemption for leases of low-value assets to leases of office equipment that are considered to be of low value. Lease payments on short-term leases and leases of low-value assets are recognised as an expense on a straight-line basis over the lease term.

Notes to Financial Statements

31 December 2025

2.4 MATERIAL ACCOUNTING POLICIES (continued)

Investments and other financial assets

Initial recognition and measurement

Financial assets are classified, at initial recognition, as subsequently measured at amortised cost, fair value through other comprehensive income, and fair value through profit or loss.

The classification of financial assets at initial recognition depends on the financial asset's contractual cash flow characteristics and the Group's business model for managing them. With the exception of trade receivables that do not contain a significant financing component or for which the Group has applied the practical expedient of not adjusting the effect of a significant financing component, the Group initially measures a financial asset at its fair value, plus in the case of a financial asset not at fair value through profit or loss, transaction costs. Trade receivables that do not contain a significant financing component or for which the Group has applied the practical expedient are measured at the transaction price determined under HKFRS 15 in accordance with the policies set out for "Revenue recognition" below.

In order for a financial asset to be classified and measured at amortised cost or fair value through other comprehensive income, it needs to give rise to cash flows that are solely payments of principal and interest ("SPPI") on the principal amount outstanding. Financial assets with cash flows that are not SPPI are classified and measured at fair value through profit or loss, irrespective of the business model.

The Group's business model for managing financial assets refers to how it manages its financial assets in order to generate cash flows. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both. Financial assets classified and measured at amortised cost are held within a business model with the objective to hold financial assets in order to collect contractual cash flows, while financial assets classified and measured at fair value through other comprehensive income are held within a business model with the objective of both holding to collect contractual cash flows and selling. Financial assets which are not held within the aforementioned business models are classified and measured at fair value through profit or loss.

Purchases or sales of financial assets that require delivery of assets within the period generally established by regulation or convention in the marketplace are recognised on the trade date, that is, the date that the Group commits to purchase or sell the asset.

Notes to Financial Statements

31 December 2025

2.4 MATERIAL ACCOUNTING POLICIES (continued)

Investments and other financial assets (continued)

Subsequent measurement

The subsequent measurement of financial assets depends on their classification as follows:

Financial assets at amortised cost (debt instruments)

Financial assets at amortised cost are subsequently measured using the effective interest method and are subject to impairment. Gains and losses are recognised in profit or loss when the asset is derecognised, modified or impaired.

Financial assets at fair value through profit or loss

Financial assets at fair value through profit or loss are carried in the statement of financial position at fair value with net changes in fair value recognised in the statement of profit or loss.

This category includes derivative instruments and equity investments which the Group had not irrevocably elected to classify at fair value through other comprehensive income.

Derecognition of financial assets

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is primarily derecognised (i.e., removed from the Group's consolidated statement of financial position) when:

- the rights to receive cash flows from the asset have expired; or
- the Group has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a "pass-through" arrangement; and either (a) the Group has transferred substantially all the risks and rewards of the asset, or (b) the Group has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

When the Group has transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement, it evaluates if, and to what extent, it has retained the risk and rewards of ownership of the asset. When it has neither transferred nor retained substantially all the risks and rewards of the asset nor transferred control of the asset, the Group continues to recognise the transferred asset to the extent of the Group's continuing involvement. In that case, the Group also recognises an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Group has retained.

Notes to Financial Statements

31 December 2025

2.4 MATERIAL ACCOUNTING POLICIES (continued)

Derecognition of financial assets (continued)

Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration that the Group could be required to repay.

Impairment of financial assets

The Group recognises an allowance for expected credit losses (“ECLs”) for all debt instruments not held at fair value through profit or loss. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

General approach

ECLs are recognised in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12 months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default (a lifetime ECL).

At each reporting date, the Group assesses whether the credit risk on a financial instrument has increased significantly since initial recognition. When making the assessment, the Group compares the risk of a default occurring on the financial instrument as at the reporting date with the risk of a default occurring on the financial instrument as at the date of initial recognition and considers reasonable and supportable information that is available without undue cost or effort, including historical and forward-looking information. The Group considers that there has been a significant increase in credit risk when contractual payments are more than 30 days past due.

The Group considers a financial asset in default when contractual payments are 90 days past due. However, in certain cases, the Group may also consider a financial asset to be in default when internal or external information indicates that the Group is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group.

Notes to Financial Statements

31 December 2025

2.4 MATERIAL ACCOUNTING POLICIES (continued)

Impairment of financial assets (continued)

A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

Financial assets at amortised cost are subject to impairment under the general approach and they are classified within the following stages for measurement of ECLs except for trade receivables and contract assets which apply the simplified approach as detailed below.

- Stage 1 – Financial instruments for which credit risk has not increased significantly since initial recognition and for which the loss allowance is measured at an amount equal to 12-month ECLs
- Stage 2 – Financial instruments for which credit risk has increased significantly since initial recognition but that are not credit-impaired financial assets and for which the loss allowance is measured at an amount equal to lifetime ECLs
- Stage 3 – Financial assets that are credit-impaired at the reporting date (but that are not purchased or originated credit-impaired) and for which the loss allowance is measured at an amount equal to lifetime ECLs

Simplified approach

For trade and other receivables that do not contain a significant financing component or when the Group applies the practical expedient of not adjusting the effect of a significant financing component, the Group applies the simplified approach in calculating ECLs. Under the simplified approach, the Group does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. The Group has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

Financial liabilities

Initial recognition and measurement

Financial liabilities are classified, at initial recognition, as financial liabilities at fair value through profit or loss, loans and borrowings, payables, or as derivatives designated as hedging instruments in an effective hedge, as appropriate.

All financial liabilities are recognised initially at fair value and, in the case of loans and borrowings and payables, net of directly attributable transaction costs.

The Group's financial liabilities include trade and other payables and other borrowings.

Notes to Financial Statements

31 December 2025

2.4 MATERIAL ACCOUNTING POLICIES (continued)

Financial liabilities (continued)

Subsequent measurement

The subsequent measurement of financial liabilities depends on their classification as follows:

Financial liabilities at amortised cost (trade and other payables, lease liabilities and other borrowings)

After initial recognition, trade and other payables, and other borrowings are subsequently measured at amortised cost, using the effective interest rate method unless the effect of discounting would be immaterial, in which case they are stated at cost. Gains and losses are recognised in profit or loss when the liabilities are derecognised as well as through the effective interest rate amortisation process.

Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the effective interest rate. The effective interest rate amortisation is included in finance costs in profit or loss.

Derecognition of financial liabilities

A financial liability is derecognised when the obligation under the liability is discharged or cancelled, or expires.

When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a derecognition of the original liability and a recognition of a new liability, and the difference between the respective carrying amounts is recognised in profit or loss.

Inventories

Inventories are stated at the lower of cost and net realisable value. Cost is determined on the moving weighted-average basis and, in the case of work in progress and finished goods, comprises direct materials, direct labour and an appropriate proportion of overheads. Net realisable value is based on estimated selling prices less any estimated costs to be incurred to completion and disposal.

Notes to Financial Statements

31 December 2025

2.4 MATERIAL ACCOUNTING POLICIES (continued)

Cash and cash equivalents

Cash and cash equivalents in financial position comprise cash on hand and at banks, and short-term highly liquid deposits with a maturity of generally within three months that are readily convertible into known amounts of cash, subject to an insignificant risk of changes in value and held for the purpose of meeting short-term cash commitments.

For the purpose of the consolidated statement of cash flows, cash and cash equivalents comprise cash on hand and at banks, and short-term deposits as defined above, less bank overdrafts which are repayable on demand and form an integral part of the Group's cash management.

Customer loyalty program

The Group operates a customer loyalty program which allows customers to earn points when they purchase products of the Group. The points can then be redeemed for free services or products, subject to a minimum number of points being obtained. The loyalty points give rise to a separate performance obligation as they provide a material right to the customer. The consideration received or receivable from the products sold is allocated between the points earned by the customer loyalty program members and the other components of the sales transactions, based on relative stand-alone selling prices. The amount allocated to the points earned by the customer loyalty program members is recognised as a contract liability until the points are redeemed when the Group fulfils its obligations to supply services or products or when the points expire.

Income tax

Income tax comprises current and deferred tax. Income tax relating to items recognised outside profit or loss is recognised outside profit or loss, either in other comprehensive income or directly in equity.

Current tax assets and liabilities are measured at the amount expected to be recovered from or paid to the taxation authorities, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period, taking into consideration interpretations and practices prevailing in the countries in which the Group operates.

Deferred tax is provided, using the liability method, on all temporary differences at the end of the reporting period between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes.

Notes to Financial Statements

31 December 2025

2.4 MATERIAL ACCOUNTING POLICIES (continued)

Income tax (continued)

Deferred tax liabilities are recognised for all taxable temporary differences, except:

- when the deferred tax liability arises from the initial recognition of goodwill or an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss and does not give rise to equal taxable and deductible temporary differences; and
- in respect of taxable temporary differences associated with investments in subsidiaries, associates and joint ventures, when the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.
- Deferred tax assets are recognised for all deductible temporary differences, and the carryforward of unused tax credits and any unused tax losses. Deferred tax assets are recognised to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carryforward of unused tax credits and unused tax losses can be utilised, except:
- when the deferred tax asset relating to the deductible temporary differences arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss and does not give rise to equal taxable and deductible temporary differences; and
- in respect of deductible temporary differences associated with investments in subsidiaries, associates and joint ventures, deferred tax assets are only recognised to the extent that it is probable that the temporary differences will reverse in the foreseeable future and taxable profit will be available against which the temporary differences can be utilised.

The carrying amount of deferred tax assets is reviewed at the end of each reporting period and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised. Unrecognised deferred tax assets are reassessed at the end of each reporting period and are recognised to the extent that it has become probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the period when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period.

Notes to Financial Statements

31 December 2025

2.4 MATERIAL ACCOUNTING POLICIES (continued)

Income tax (continued)

Deferred tax assets and deferred tax liabilities are offset if and only if the Group has a legally enforceable right to set off current tax assets and current tax liabilities and the deferred tax assets and deferred tax liabilities relate to income taxes levied by the same taxation authority on either the same taxable entity or different taxable entities which intend either to settle current tax liabilities and assets on a net basis, or to realise the assets and settle the liabilities simultaneously, in each future period in which significant amounts of deferred tax liabilities or assets are expected to be settled or recovered.

Government grants

Government grants are recognised at their fair value where there is reasonable assurance that the grant will be received and all attaching conditions will be complied with. When the grant relates to an expense item, it is recognised as income on a systematic basis over the periods that the costs, for which it is intended to compensate, are expensed.

Where the grant relates to an asset, the fair value is credited to a deferred income account and is released to profit or loss over the expected useful life of the relevant asset by equal annual instalments.

Revenue recognition

Revenue from contracts with customers

Revenue from contracts with customers is recognised when control of goods or services is transferred to the customers at an amount that reflects the consideration to which the Group expects to be entitled in exchange for those goods or services.

(a) *Sale of products*

Revenue from the sale of products (mainly including natural health food) directly to customers is recognised when control of the goods has transferred, being when the products are accepted by the customers. The customers have full discretion over the products, and there is no unfulfilled obligation that could affect the customers' acceptance of the products.

The Group sells its products to end-customers via a chain of retail outlets or over third-party online retail platforms. The sales proceeds are settled by these sales channels normally in one to three months. Except for credit points granted under the customer loyalty program which are accounted for in "Customer loyalty program" above, there are no performance obligations in the contracts with customers.

Notes to Financial Statements

31 December 2025

2.4 MATERIAL ACCOUNTING POLICIES (continued)

Revenue recognition (continued)

Revenue from contracts with customers (continued)

(a) *Sale of products* (continued)

Determining whether revenue of the Group should be reported gross or net is based on a continuing assessment of various factors. When determining whether the Group is acting as the principal or agent in offering goods to the customer, the Group needs to first identify who controls the specified goods before they are transferred to the customer. The Group is a principal who obtains control of any of the following: (i) a good or another asset from the other party that the Group then transfers to the customer; (ii) a good from the other party that the Group then combines with other goods in providing the specified good to the customer. If control is unclear, the Group records revenues on a gross basis when the Group is primarily obligated in a transaction, is subject to inventory risk, has latitude in establishing prices and selecting suppliers, or when there are several but not all of these indicators.

Otherwise, the Group records the net amount earned as commissions from products sold provided.

The Group does not adjust the promised amount of consideration for the effects of a significant financing component if it expects, at contract inception, that the period between the transfer of the promised good to the customer and when the customer pays for that good will be one year or less.

Other income

Interest income is recognised on an accrual basis using the effective interest method by applying the rate that exactly discounts the estimated future cash receipts over the expected life of the financial instrument or a shorter period, when appropriate, to the net carrying amount of the financial asset.

Contract liabilities

A contract liability is recognised when a payment is received or a payment is due (whichever is earlier) from a customer before the Group transfers the related goods or services. Contract liabilities are recognised as revenue when the Group performs under the contract (i.e., transfers control of the related goods or services to the customer).

Notes to Financial Statements

31 December 2025

2.4 MATERIAL ACCOUNTING POLICIES (continued)

Share-based payments

The Company operates a share option scheme. Employees (including directors) of the Group receive remuneration in the form of share-based payments, whereby employees render services in exchange for equity instruments (“**equity-settled transactions**”).

The fair value is determined by an external valuer using a finnerty model, further details of which are given in note 29 to the financial statements.

The cost of equity-settled transactions with employees is measured by reference to the fair value at the date at which they are granted. The cost of equity-settled transactions is recognised in employee benefit expense, together with a corresponding increase in equity, over the period in which the performance and/or service conditions are fulfilled. The cumulative expense recognised for equity-settled transactions at the end of each reporting period until the vesting date reflects the extent to which the vesting period has expired and the Group’s best estimate of the number of equity instruments that will ultimately vest. The charge or credit to profit or loss for a period represents the movement in the cumulative expense recognised as at the beginning and end of that period.

Service and non-market performance conditions are not taken into account when determining the grant date fair value of awards, but the likelihood of the conditions being met is assessed as part of the Group’s best estimate of the number of equity instruments that will ultimately vest. Market performance conditions are reflected within the grant date fair value. Any other conditions attached to an award, but without an associated service requirement, are considered to be non-vesting conditions. Non-vesting conditions are reflected in the fair value of an award and lead to an immediate expensing of an award unless there are also service and/or performance conditions.

For awards that do not ultimately vest because non-market performance and/or service conditions have not been met, no expense is recognised. Where awards include a market or non-vesting condition, the transactions are treated as vesting irrespective of whether the market or non-vesting condition is satisfied, provided that all other performance and/or service conditions are satisfied.

Where the terms of an equity-settled award are modified, as a minimum an expense is recognised as if the terms had not been modified, if the original terms of the award are met. In addition, an expense is recognised for any modification that increases the total fair value of the share-based payments, or is otherwise beneficial to the employee as measured at the date of modification.

Where an equity-settled award is cancelled, it is treated as if it had vested on the date of cancellation, and any expense not yet recognised for the award is recognised immediately. This includes any award where non-vesting conditions within the control of either the Group or the employee are not met.

Notes to Financial Statements

31 December 2025

2.4 MATERIAL ACCOUNTING POLICIES (continued)

Share-based payments (continued)

The dilutive effect of outstanding options is reflected as additional share dilution in the computation of earnings per share.

Other employee benefits

Pension scheme

The employees of the Group's subsidiary which operates in Chinese Mainland are required to participate in a central pension scheme operated by the local municipal government. This subsidiary is required to contribute 5% of its payroll costs to the central pension scheme. The contributions are charged to profit or loss as they become payable in accordance with the rules of the central pension scheme.

Termination benefits

Termination benefits are recognised at the earlier of when the Group can no longer withdraw the offer of those benefits and when the Group recognises restructuring costs involving the payment of termination benefits.

Dividends

Final dividends are recognised as a liability when they are approved by the shareholders in a general meeting. Proposed final dividends are disclosed in the Note 11 to the financial statements. Interim dividends are simultaneously proposed and declared, because the Company's memorandum and articles of association grant the directors the authority to declare interim dividends. Consequently, interim dividends are recognised immediately as a liability when they are proposed and declared.

Foreign currencies

These financial statements are presented in Renminbi. The Company's functional currency is the Hong Kong dollar. Each entity in the Group determines its own functional currency and items included in the financial statements of each entity are measured using that functional currency. Foreign currency transactions recorded by the entities in the Group are initially recorded using their respective functional currency rates prevailing at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies are translated at the functional currency rates of exchange ruling at the end of the reporting period. Differences arising on settlement or translation of monetary items are recognised in the statement of profit or loss.

Notes to Financial Statements

31 December 2025

2.4 MATERIAL ACCOUNTING POLICIES (continued)

Foreign currencies (continued)

Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates at the dates of the initial transactions. Non-monetary items measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value was measured. The gain or loss arising on translation of a non-monetary item measured at fair value is treated in line with the recognition of the gain or loss on change in fair value of the item (i.e., translation difference on the item whose fair value gain or loss is recognised in other comprehensive income or profit or loss is also recognised in other comprehensive income or profit or loss, respectively).

In determining the exchange rate on initial recognition of the related asset, expense or income on the derecognition of a non-monetary asset or non-monetary liability relating to an advance consideration, the date of initial transaction is the date on which the Group initially recognises the non-monetary asset or non-monetary liability arising from the advance consideration. If there are multiple payments or receipts in advance, the Group determines the transaction date for each payment or receipt of the advance consideration.

The functional currencies of certain overseas subsidiaries are currencies other than the Renminbi. As at the end of the reporting period, the assets and liabilities of these entities are translated into the presentation currency of the Company at the exchange rates prevailing at the end of the reporting period and their statements of profit or loss are translated into RMB at the weighted average exchange rates for the year.

The resulting exchange differences are recognised in other comprehensive income and accumulated in the exchange fluctuation reserve, except to the extent that the differences are attributable to non-controlling interests. On disposal of a foreign operation, the cumulative amount in the reserve relating to that particular foreign operation is recognised in profit or loss.

For the purpose of the consolidated statement of cash flows, the cash flows of overseas subsidiaries are translated into RMB at the exchange rates ruling at the dates of the cash flows. Frequently recurring cash flows of overseas subsidiaries which arise throughout the year are translated into RMB at the weighted average exchange rates for the year.

Notes to Financial Statements

31 December 2025

3. SIGNIFICANT ACCOUNTING JUDGEMENT AND ESTIMATES

The preparation of the Group's financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and their accompanying disclosures, and the disclosure of contingent liabilities. Uncertainty about these assumptions and estimates could result in outcomes that could require a material adjustment to the carrying amounts of the assets or liabilities affected in the future.

Judgement

In the process of applying the Group's accounting policies, management has made the following judgements, apart from those involving estimations, which have the most significant effect on the amounts recognised in the financial statements:

Deferred tax assets

Deferred tax assets are recognised for unused tax losses and non-deductible advertising expense to the extent that it is probable that taxable profit will be available against which the losses can be utilised. Significant management judgement is required to determine the amount of deferred tax assets that can be recognised, based upon the likely timing and level of future taxable profits together with future tax planning strategies.

Estimation uncertainty

The key assumptions concerning the future and other key sources of estimation uncertainty at the end of the reporting period, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are described below.

Customer loyalty program

The amount of revenue allocated to the points earned by the members of the Group's customer loyalty program is based on the estimated stand-alone selling prices of the products and the respective loyalty points earned through the sales transactions. When estimating the stand-alone selling price of the loyalty points, the Group considers the likelihood that the customer will redeem the points. The Group updates its estimates of the points that will be redeemed on a quarterly basis and any adjustments to the contract liability balance are charged against revenue.

Notes to Financial Statements

31 December 2025

3. SIGNIFICANT ACCOUNTING JUDGEMENT AND ESTIMATES (continued)

Estimation uncertainty (continued)

Provision for expected credit losses on trade receivables

The Group uses a provision matrix to calculate ECLs for trade receivables. The provision rates are based on days past due for groups of various customer segments that have similar loss patterns.

The provision matrix is initially based on the Group's historical observed default rates. The Group will calibrate the matrix to adjust the historical credit loss experience with forward-looking information. For instance, if forecast economic conditions (i.e., gross domestic product) are expected to deteriorate over the next year which can lead to an increased number of defaults in the manufacturing sector, the historical default rates are adjusted. At each reporting date, the historical observed default rates are updated and changes in the forward-looking estimates are analysed.

The assessment of the correlation among historical observed default rates, forecast economic conditions and ECLs is a significant estimate. The amount of ECLs is sensitive to changes in circumstances and forecast economic conditions. The Group's historical credit loss experience and forecast of economic conditions may also not be representative of a customer's actual default in the future. The provision for expected credit losses of trade and other receivables as at 31 December 2025 amounted to RMB1,817,000, details of which are set out in note 6 to the financial statements.

Leases – Estimating the incremental borrowing rate

The Group cannot readily determine the interest rate implicit in a lease, and therefore, it uses an incremental borrowing rate (“**IBR**”) to measure lease liabilities. The IBR is the rate of interest that the Group would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment. The IBR therefore reflects what the Group “would have to pay”, which requires estimation when no observable rates are available (such as for subsidiaries that do not enter into financing transactions) or when it needs to be adjusted to reflect the terms and conditions of the lease (for example, when leases are not in the subsidiary's functional currency). The Group estimates the IBR using observable inputs (such as market interest rates) when available and is required to make certain entity-specific estimates (such as the subsidiary's stand-alone credit rating).

Notes to Financial Statements

31 December 2025

3. SIGNIFICANT ACCOUNTING JUDGEMENT AND ESTIMATES (continued)

Estimation uncertainty (continued)

Impairment of non-financial assets (other than goodwill)

The Group assesses whether there are any indicators of impairment for all non-financial assets (including the right-of-use assets) at the end of each reporting period. The non-financial assets are tested for impairment when there are indicators that the carrying amounts may not be recoverable. Impairment exists when the carrying value of an asset or a cash-generating unit exceeds its recoverable amount, which is the higher of its fair value less costs of disposal and its value in use. The calculation of the fair value less costs of disposal is based on available data from binding sales transactions in an arm's length transaction of similar assets or observable market prices less incremental costs for disposing of the asset. When value-in-use calculations are undertaken, management must estimate the expected future cash flows from the asset or cash-generating unit and choose a suitable discount rate in order to calculate the present value of those cash flows.

Withholding tax arising from the distribution of dividends

The Group's determination as to whether to accrue deferred tax liabilities in respect of withholding taxes arising from the distributions of dividends by certain subsidiaries according to the relevant tax rules enacted in the jurisdictions is subject to judgement on the plan of the distribution of dividends. Such estimation is made with reference to the Group's business plan and future cash requirements outside the Chinese Mainland.

4. OPERATING SEGMENT INFORMATION

The Group is principally engaged in the processing and selling of natural health products. Information reported to the Group's management for the purpose of resource allocation and performance assessment focuses on the operating results of the Group as a whole as the Group's resources are integrated and no discrete operating segment financial information is available. Accordingly, no further operating segment information is presented.

Geographical information

The Group operates within one geographical location because almost all the revenue was generated in Chinese Mainland and all of its non-current assets and capital expenditure were located/incurred in Chinese Mainland. Accordingly, no geographical information is presented.

Information about major customers

Revenue from continuing operations of approximately RMB441,592,000 (2024: RMB304,208,000) was derived from sales by the consumer goods segment to a single customer, including sales to a group of entities which are known to be under common control with that customer.

Notes to Financial Statements

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5. REVENUE AND OTHER INCOME AND GAINS

Revenue represents the net invoiced value of goods sold, after allowances for returns and trade discounts (net of value-added tax), during the years ended 31 December 2024 and 2025.

An analysis of revenue and other income and gains is as follows:

	2025 RMB'000	2024 RMB'000
<i>Revenue from contracts with customers</i>		
Sale of goods	2,525,591	2,060,367

	2025 RMB'000	2024 RMB'000
<i>Timing of revenue recognition</i>		
Goods transferred at a point in time	2,525,591	2,060,367

The following table shows the amount of revenue recognised in the current year that was included in the contract liabilities at the beginning of the year:

	2025 RMB'000	2024 RMB'000
Revenue recognised that was included in the contract liabilities at the beginning of the year	15,695	10,973

	2025 RMB'000	2024 RMB'000
<i>Other income and gains</i>		
Government grants*	3,401	1,231
Bank interest income	12,745	12,671
Gain from change of fair value of financial assets at fair value through profit or loss	423	363
Investment income from financial assets at fair value through profit or loss	4,680	4,947
Commission income from provision of service on platform	166	105
Others	599	957
Total other income and gains	22,014	20,274

* Various government grants have been received from local government authorities in the Chinese Mainland. There are no unfulfilled conditions and other contingencies relating to these grants.

Notes to Financial Statements

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6. PROFIT BEFORE TAX

The Group's profit before tax is arrived at after charging:

	Notes	2025 RMB'000	2024 RMB'000
Cost of inventories sold		883,050	704,080
Depreciation of property, plant and equipment	13	30,158	29,393
Depreciation of right-of-use assets	15(c)	5,939	6,540
Amortisation of intangible assets	14	54	54
Lease payments not included in the measurement of lease liabilities	15(c)	2,454	2,908
Research and development costs*:			
Current year expenditure		14,860	19,119
Auditor's remuneration		2,200	2,019
Employee benefit expense (excluding directors' and chief executive's remuneration (note 8) and research and development costs):			
Wages and salaries		145,959	139,205
Equity-settled share option expenses	28	–	127
Equity-settled share award expenses	29	1,790	2,926
Pension scheme contributions		5,390	4,937
Total		153,139	147,195
Impairment losses of financial assets, net			
Impairment of trade receivables, net		1,817	15
(Gains)/losses on disposal of items of property, plant and equipment**		(145)	1,770

* Research and development costs are included in "Administrative expenses" in the consolidated statement of profit or loss and other comprehensive income.

** (Gains)/losses on disposal of items of property, plant and equipment are included in "Other income and gains" and "Other expenses" in the consolidated statement of profit or loss.

*** There are no forfeited contributions that may be used by the Group as the employer to reduce the existing level of contributions (2024: Nil).

Notes to Financial Statements

31 December 2025

7. FINANCE COSTS

An analysis of finance costs from operations is as follows:

	2025 RMB'000	2024 RMB'000
Interest on lease liabilities	362	377

8. DIRECTORS' AND CHIEF EXECUTIVE'S REMUNERATION

Directors' and chief executive's remuneration for the year, disclosed pursuant to the Listing Rules, section 383(1)(a), (b), (c) and (f) of the Hong Kong Companies Ordinance and Part 2 of the Companies (Disclosure of Information about Benefits of Directors) Regulation, is as follows:

	2025 RMB'000	2024 RMB'000
Fees	900	900
Other emoluments		
– Salaries, allowances and benefits in kind	6,614	5,594
– Equity-settled share option expense	–	100
– Pension scheme contributions	21	19
Subtotal	6,635	5,713
Total	7,535	6,613

During the year, certain directors were granted share options, in respect of their services to the Group, under the share option scheme of the Company, further details of which are set out in note 28 to the financial statements. The fair value of such options, which has been recognised in profit or loss over the vesting period, was determined as at the date of grant and the amount included in the financial statements for the current year is included in the above directors' and chief executive's remuneration disclosures.

Notes to Financial Statements

31 December 2025

8. DIRECTORS' AND CHIEF EXECUTIVE'S REMUNERATION (continued)

(a) Independent non-executive directors

The remuneration paid to independent non-executive directors during the year were as follows:

2025	Equity-settled share option		Total RMB'000
	Fees RMB'000	expense RMB'000	
Mr. Zhang Senquan	300	–	300
Mr. Hu Peng (Note (i))	300	–	300
Mr. Ouyang Liangyi	300	–	300
Total	900	–	900

2024	Equity-settled share option		Total RMB'000
	Fees RMB'000	expense RMB'000	
Mr. Zhang Senquan	300	20	320
Mr. Hu Peng (Note (i))	300	20	320
Mr. Ouyang Liangyi	300	20	320
Total	900	60	960

Note:

(i) Mr. Hu Peng resigned as an independent non-executive director with effective from 1 April 2026.

There were no other emoluments payable to the independent non-executive directors during the year (2024: Nil).

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31 December 2025

8. DIRECTORS' AND CHIEF EXECUTIVE'S REMUNERATION (continued)

(b) Executive directors and non-executive directors

2025	Salaries, allowances and benefits in kind RMB'000	Pension scheme contributions RMB'000	Total RMB'000
Executive directors:			
Ms. Gui Changqing	2,814	21	2,835
Mr. Zhang Zejun	3,200	-	3,200
Subtotal	6,014	21	6,035
Non-executive directors:			
Mr. Wang Duo	300	-	300
Ms. Tse Cheung On Anne	300	-	300
Subtotal	600	-	600
Total	6,614	21	6,635

Notes to Financial Statements

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8. DIRECTORS' AND CHIEF EXECUTIVE'S REMUNERATION (continued)

(b) Executive directors and non-executive directors (continued)

2024	Salaries, allowances and benefits in kind RMB'000	Equity-settled share option expense RMB'000	Pension scheme contributions RMB'000	Total RMB'000
Executive directors:				
Ms. Gui Changqing	2,654	20	19	2,693
Mr. Zhang Zejun	2,340	20	–	2,360
Subtotal	4,994	40	19	5,053
Non-executive directors:				
Mr. Wang Duo	300	–	–	300
Ms. Tse Cheung On Anne	300	–	–	300
Subtotal	600	–	–	600
Total	5,594	40	19	5,653

There was no arrangement under which a director waived or agreed to waive any remuneration during the year.

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31 December 2025

9. FIVE HIGHEST PAID EMPLOYEES

The five highest paid employees during the year included two directors (2024: two). Details of the remuneration of the three (2024: three) highest paid employees who are not a director of the Group are as follows:

	2025 RMB'000	2024 RMB'000
Other emoluments		
– Salaries, allowances and benefits in kind	4,958	8,910
– Equity-settled share award expense	1,010	1,959
– Pension scheme contributions	73	110
Total	6,041	10,979

The number of non-director and non-chief executive highest paid employees whose remuneration fell within the following bands is as follows:

	Number of employees	
	2025	2024
HK\$1,500,001 to HK\$2,000,000	1	1
HK\$2,000,001 to HK\$2,500,000	2	2
Total	3	3

During the year, no remuneration was paid by the Group to non-director and non-chief executive highest paid employees as an inducement to join or upon joining the Group or as compensation for loss of office.

Notes to Financial Statements

31 December 2025

10. INCOME TAX

The Group is subject to income tax on an entity basis on profit arising in or derived from the jurisdictions in which members of the Group are domiciled and operate.

Pursuant to the rules and regulations of the British Virgin Islands and the Cayman Islands, the Group was not subject to any income tax in the British Virgin Islands and the Cayman Islands during the years ended 31 December 2024 and 2025.

No provision for Hong Kong profits tax has been made as the Group had no assessable profits derived from or earned in Hong Kong during the years ended 31 December 2024 and 2025.

Taxes on profits assessable in the Chinese Mainland have been calculated at the prevailing tax rates, based on existing legislation, interpretations and practices in respect thereof. Pursuant to the Chinese Mainland Corporate Income Tax Law (the “**Chinese Mainland Tax Law**”) effective on 1 January 2008, the Chinese Mainland corporate income tax rate of the Group’s subsidiaries operating in the Chinese Mainland during the years ended 31 December 2024 and 2025 was 25% on the taxable profits.

During the years ended 31 December 2024 and 2025, income arising from the preliminary agricultural processed products in Guangxi Guiping Jingu Agricultural Development Co., Ltd. and Hubei Fuya Food Science and Technology Co., Ltd. was not subject to income tax, pursuant to the relevant Chinese Mainland tax laws.

The income tax expenses of the Group for the years ended 31 December 2024 and 2025 are analysed as follows:

	2025 RMB'000	2024 RMB'000
Current – Chinese Mainland		
Charge for the year	59,711	13,599
Under provision in prior years	1,096	52
Deferred (note 16)	(676)	18,052
Total tax charge for the year	60,131	31,703

Notes to Financial Statements

31 December 2025

10. INCOME TAX (continued)

A reconciliation of the tax expense applicable to profit before tax at the statutory rates for the jurisdictions in which the Company and the majority of its subsidiaries are domiciled to the tax expense at the effective tax rates, and a reconciliation of the applicable rates to the effective tax rates are as follows:

	2025		2024	
	RMB'000	%	RMB'000	%
Profit before tax	325,816		219,561	
Tax at the applicable statutory rate	81,454	25.0	54,874	25.0
Different tax rates for specific areas or enacted by local authority	421	0.1	(1,591)	(0.7)
Effect of withholding tax on the distributable profits of the Group's Chinese Mainland subsidiaries	8,462	2.6	2,070	0.9
Adjustments in respect of current tax of prior periods	1,096	0.3	52	0.0
Income not subject to tax*	(37,351)	(11.5)	(30,365)	(13.8)
Expenses not deductible for tax	691	0.2	2,300	1.1
Tax losses not recognised	5,358	1.6	4,363	2.0
Tax charge at the effective rate	60,131	18.3	31,703	14.4

* According to Notice of the Ministry of Finance and the State Administration of Taxation on Announcing the Scope of Primary Processing of Agricultural Products Covered by Preferential Policies on Enterprise Income Tax (for Trial Implementation) promulgated on 20 November 2008, and Supplementary Notice of the Ministry of Finance and the State Administration of Taxation on the Scope of Primary Processing of Agricultural Products Covered by Preferential Policies on Enterprise Income Tax issued on 11 May 2011, the income derived from the prescribed scope of preliminarily-processed agricultural products can be exempted from corporate income tax. During the years ended 31 December 2024 and 2025, Guangxi Guiping Jingu Agricultural Development Co., Ltd. and Hubei Fuya Food Science and Technology Co., Ltd, had such income derived from preliminarily-processed agricultural products which was not subject to corporate income tax.

11. DIVIDENDS

	2025	2024
	RMB'000	RMB'000
Proposed Final – HK6.9 cents (2024: HK4.0 cents) per ordinary share	132,900	80,400

The proposed final dividend for the year is subject to the approval of the Company's shareholders at the forthcoming annual general meeting.

Notes to Financial Statements

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12. EARNINGS PER SHARE ATTRIBUTABLE TO OWNERS OF THE PARENT

The calculation of the diluted earnings per share amount is based on the profit for the year attributable to ordinary equity holders of the parent. The weighted average number of ordinary shares used in the calculation is the number of ordinary shares outstanding during the year, as used in the basic earnings per share calculation, and the weighted average number of ordinary shares assumed to have been issued at no consideration on the deemed exercise or conversion of all dilutive potential ordinary shares into ordinary shares.

The calculations of basic and diluted earnings per share are based on:

Earnings	2025	2024
	RMB'000	RMB'000
Profit attributable to ordinary equity holders of the parent, used in the basic earnings per share calculation	265,685	187,858
Shares	2025	2024
Weighted average number of ordinary shares in issue	2,171,306,000	2,165,906,000
Weighted average number of shares held for the share award scheme	4,605,205	3,269,589
Weighted average number of ordinary shares in issue used in the basic earnings per share calculation	2,175,911,205	2,169,175,589
Effect of dilution – weighted average number of ordinary shares:		
Share award	122	3,054,022
Weighted average number of ordinary shares in issue used in the diluted earnings per share calculation	2,175,911,327	2,172,229,611

The share option had an anti-dilutive effect on the basic earnings per share for the year and were ignored in the calculation of diluted earnings per share for the years ended 31 December 2025 and 2024.

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13. PROPERTY, PLANT AND EQUIPMENT

	Buildings RMB'000	Plant, machinery and equipment RMB'000	Motor vehicles RMB'000	Office equipment and others RMB'000	Leasehold improvements RMB'000	Construction in progress RMB'000	Total RMB'000
31 December 2025							
At 1 January 2025:							
Cost	313,882	52,863	2,908	30,511	30,725	13,818	444,707
Accumulated depreciation	(78,872)	(36,748)	(2,060)	(17,815)	(18,949)	-	(154,444)
Net carrying amount	235,010	16,115	848	12,696	11,776	13,818	290,263
At 1 January 2025, net of accumulated depreciation and impairment	235,010	16,115	848	12,696	11,776	13,818	290,263
Additions	-	6,227	-	10,656	5,351	3,577	25,811
Disposals	-	(174)	(5)	(14)	-	-	(193)
Depreciation provided during the year (note 6)	(15,234)	(5,493)	(315)	(4,272)	(4,844)	-	(30,158)
Transfers	17,298	-	-	-	-	(17,298)	-
At 31 December 2025, net of accumulated depreciation	237,074	16,675	528	19,066	12,283	97	285,723
At 31 December 2025:							
Cost	331,181	54,237	2,782	40,882	36,075	97	465,254
Accumulated depreciation	(94,107)	(37,562)	(2,254)	(21,816)	(23,792)	-	(179,531)
Net carrying amount	237,074	16,675	528	19,066	12,283	97	285,723

Notes to Financial Statements

31 December 2025

13. PROPERTY, PLANT AND EQUIPMENT (continued)

	Buildings RMB'000	Plant, machinery and equipment RMB'000	Motor vehicles RMB'000	Office equipment and others RMB'000	Leasehold improvements RMB'000	Construction in progress RMB'000	Total RMB'000
31 December 2024							
At 1 January 2024:							
Cost	313,280	71,320	2,893	32,603	31,242	1,652	452,990
Accumulated depreciation	(64,524)	(49,839)	(1,853)	(24,712)	(15,757)	-	(156,685)
Net carrying amount	248,756	21,481	1,040	7,891	15,485	1,652	296,305
At 1 January 2024, net of accumulated depreciation and impairment	248,756	21,481	1,040	7,891	15,485	1,652	296,305
Additions	-	1,315	135	9,382	417	13,944	25,193
Disposals	-	(518)	-	(1,286)	-	-	(1,804)
Depreciation provided during the year (note 6)	(14,348)	(6,214)	(289)	(3,291)	(5,251)	-	(29,393)
Transfers	602	51	-	-	1,125	(1,778)	-
Exchange realignment	-	-	(38)	-	-	-	(38)
At 31 December 2024, net of accumulated depreciation	235,010	16,115	848	12,696	11,776	13,818	290,263
At 31 December 2024:							
Cost	313,882	52,863	2,908	30,511	30,725	13,818	444,707
Accumulated depreciation	(78,872)	(36,748)	(2,060)	(17,815)	(18,949)	-	(154,444)
Net carrying amount	235,010	16,115	848	12,696	11,776	13,818	290,263

Notes to Financial Statements

31 December 2025

14. INTANGIBLE ASSETS

Software	2025	2024
	RMB'000	RMB'000
Cost at 1 January, net of accumulated amortisation	221	275
Amortisation provided during the year (note 6)	(54)	(54)
Carrying amount at 31 December	167	221
At 31 December:		
Cost	5,859	5,859
Accumulated amortisation	(5,692)	(5,638)
Net carrying amount	167	221

15. LEASES

The Group as a lessee

The Group has lease contracts for various items of plant and properties used in its operations. Lump sum payments were made upfront to acquire the leased land from the owners with lease periods of 50 years, and no ongoing payments will be made under the terms of these land leases. Leases of plant generally have lease terms of 5 years, while properties generally have lease terms between 2 and 5 years. The other properties generally have lease terms of 12 months or less and/or are individually of low value. Generally, the Group is restricted from assigning and subleasing the leased assets outside the Group.

Notes to Financial Statements

31 December 2025

15. LEASES (continued)

The Group as a lessee (continued)

(a) Right-of-use assets

The carrying amounts of the Group's right-of-use assets and the movements during the year are as follows:

	Leasehold land	Properties and plant	Total
	RMB'000	RMB'000	RMB'000
As at 1 January 2024	33,282	5,273	38,555
Additions	–	11,555	11,555
Depreciation charge	(820)	(5,720)	(6,540)
As at 31 December 2024 and 1 January 2025	32,462	11,108	43,570
Additions	4,852	852	5,704
Termination	–	(104)	(104)
Depreciation charge	(829)	(5,110)	(5,939)
As at 31 December 2025	36,485	6,746	43,231

Notes to Financial Statements

31 December 2025

15. LEASES (continued)

The Group as a lessee (continued)

(b) Lease liabilities

The carrying amount of lease liabilities and the movements during the year are as follows:

Lease liabilities	2025	2024
	RMB'000	RMB'000
Carrying amount at 1 January	11,842	5,715
New leases	852	11,555
Termination	(101)	–
Accretion of interest recognised during the year	362	377
Payments	(5,972)	(5,805)
Carrying amount at 31 December	6,983	11,842
Analysed into:		
Current portion	4,750	5,105
Non-current portion	2,233	6,737
Carrying amount at 31 December	6,983	11,842

The maturity analysis of lease liabilities is disclosed in note 36 to the financial statements.

(c) The amounts recognized in profit in relation to leases are as follows:

	2025	2024
	RMB'000	RMB'000
Interest on lease liabilities	362	377
Depreciation charge of right-of-use assets	5,939	6,540
Expense relating to short-term leases (included in selling and distribution expenses and administrative expenses)	2,454	2,908
Total amount recognised in profit or loss	8,755	9,825

(d) The total cash outflow for leases are disclosed in notes 31 to the financial statements.

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16. DEFERRED TAX

The movements in deferred tax assets and liabilities during the year are as follows:

Deferred tax assets

	Depreciation allowance different from related depreciation RMB'000	Lease liabilities RMB'000	Provision for impairment of assets RMB'000	Unrealised gains resulting from intra group transactions RMB'000	Contract liabilities RMB'000	Accruals RMB'000	Advertising expenses RMB'000	Tax losses RMB'000	Total RMB'000
At 1 January 2024	1,945	1,429	3,918	715	1,471	-	6,685	22,091	38,254
Deferred tax credited/(charged) to profit or loss during the year (note 10)	103	1,531	32	1,001	38	756	(6,685)	(11,207)	(14,431)
Gross deferred tax assets at 31 December 2024	2,048	2,960	3,950	1,716	1,509	756	-	10,884	23,823
At 1 January 2025	2,048	2,960	3,950	1,716	1,509	756	-	10,884	23,823
Deferred tax credited/(charged) to profit or loss during the year (note 10)	129	(1,215)	226	479	550	(756)	8,910	(10,884)	(2,561)
Gross deferred tax assets at 31 December 2025	2,177	1,745	4,176	2,195	2,059	-	8,910	-	21,262

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16. DEFERRED TAX (continued)

Deferred tax liabilities

	Right-of-use Assets RMB'000	Withholding taxes RMB'000	Unrealised fair value change RMB'000	Total RMB'000
At January 2024	1,317	11,484	–	12,801
Deferred tax charged to profit or loss during the year (note 10)	1,460	2,070	91	3,621
Gross deferred tax liabilities at 31 December 2024	2,777	13,554	91	16,422
At 1 January 2025	2,777	13,554	91	16,422
Deferred tax (credited)/charged to profit or loss during the year (note 10)	(1,092)	(2,250)	105	(3,237)
Gross deferred tax liabilities at 31 December 2025	1,685	11,304	196	13,185

For presentation purposes, certain deferred tax assets and liabilities have been offset in the statement of financial position. The following is an analysis of the deferred tax balances of the Group for financial reporting purposes:

	2025 RMB'000	2024 RMB'000
Net deferred tax assets recognised in the consolidated statement of financial position	19,383	21,046
Net deferred tax liabilities recognised in the consolidated statement of financial position	(11,306)	(13,645)

The Group is liable for withholding taxes on dividends distributed by those subsidiaries established in Chinese Mainland in respect of earnings generated from 1 January 2008. The applicable rate is 5% for the Group.

There are no income tax consequences attaching to the payment of dividends by the Company to its shareholders.

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31 December 2025

16. DEFERRED TAX (continued)

Deferred tax liabilities (continued)

The Group had tax losses arising in Chinese Mainland of RMB21,776,000 as at 31 December 2025 (2024: RMB13,350,000) that will expire one to five years for offsetting against future taxable profits of the companies in which the losses arose.

Deferred tax assets have not been recognised in respect of these losses as it is not considered probable that enough taxable profits will be available against which the tax losses can be utilised.

17. OTHER NON-CURRENT ASSETS

	2025 RMB'000	2024 RMB'000
Prepayment for property, plant and equipment	6,543	2,838

18. INVENTORIES

	2025 RMB'000	2024 RMB'000
Raw materials	24,350	19,220
Work in progress	8,786	5,809
Finished goods	115,482	54,118
Consumables	12,197	15,436
Total	160,815	94,583

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19. TRADE AND BILLS RECEIVABLES

	2025 RMB'000	2024 RMB'000
Trade receivables	265,704	224,079
Bills receivable	9,834	2,089
Impairment	(3,376)	(2,477)
Net Carrying amount	272,162	223,691

The Group's trading terms with its customers are mainly on credit. The credit period is generally one month, extending up to three months for major sales channels. The Group does not hold any collateral or other credit enhancements over its trade receivable balances. Trade receivables are non-interest-bearing.

An ageing analysis of the trade and bills receivables as at the end of the reporting period, based on the invoice date and net of provisions, is as follows:

	2025 RMB'000	2024 RMB'000
Within 1 month	239,604	221,775
1 to 2 months	31,527	811
2 to 3 months	346	343
Over 3 months	685	762
	272,162	223,691

The movements in the loss allowance for impairment of trade and bills receivables are as follows:

	2025 RMB'000	2024 RMB'000
At beginning of year	2,477	2,392
impairment losses, net	1,817	933
Amount written off as uncollectible	(918)	(848)
At end of year	3,376	2,477

Notes to Financial Statements

31 December 2025

19. TRADE AND BILLS RECEIVABLES (continued)

An impairment analysis is performed at each reporting date using a provision matrix to measure expected credit losses. The provision rates are based on days for groupings of various customer segments with similar loss patterns (i.e., product type). The calculation reflects the probability-weighted outcome, the time value of money and reasonable and supportable information that is available at the reporting date about past events, current conditions and forecasts of future economic conditions.

Set out below is the information about the credit risk exposure on the Group's trade receivables using a provision matrix:

31 December 2025	Less than 1 month	1 to 2 months	2 to 3 months	More than 3 months	Total
Trade receivables (RMB'000)	230,045	31,734	405	3,520	265,704
Expected credit loss rate	0.12%	0.65%	14.80%	80.54%	1.27%
Expected credit losses (RMB'000)	275	206	60	2,835	3,376
31 December 2024	Less than 1 month	1 to 2 months	2 to 3 months	More than 3 months	Total
Trade receivables (RMB'000)	220,345	822	441	2,471	224,079
Expected credit loss rate	0.10%	1.31%	22.10%	69.19%	0.91%
Expected credit losses (RMB'000)	223	11	98	1,710	2,042

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20. PREPAYMENTS, OTHER RECEIVABLES AND OTHER ASSETS

	2025 RMB'000	2024 RMB'000
Prepayments	14,966	7,221
Deposits	6,161	7,209
Value-added tax recoverable	14,335	12,597
Employee advances	4,644	6,387
Other receivables	24,003	8,130
	64,109	41,544
Impairment allowance	(3,228)	(3,228)
Total	60,881	38,316

The Group has applied the general approach to provide for expected credit losses for financial assets included in prepayments, other receivables and other assets if they are not past due and there is no information indicating that the financial assets had a significant increase in credit risk since initial recognition. Otherwise, they were measured based on lifetime expected credit losses. The Group considers the historical loss rate and adjusts for forward-looking macroeconomic data in calculating the expected credit loss rate.

21. FINANCIAL ASSETS AT FAIR VALUE THROUGH PROFIT OR LOSS

	2025 RMB'000	2024 RMB'000
Listed equity investments, at fair value	1,648	1,226
Other unlisted investments, at fair value	-	10,000
Total	1,648	11,226

The above equity investments were classified as financial assets at fair value through profit or loss as they were held for trading.

The above unlisted investments were wealth management products issued by banks in Chinese Mainland. They were mandatorily classified as financial assets at fair value through profit or loss as their contractual cash flows are not solely payments of principal and interest.

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22. CASH AND CASH EQUIVALENTS AND PLEDGED DEPOSITS

	2025 RMB'000	2024 RMB'000
Cash and bank balances	1,011,252	835,197
Time deposits	215,710	276,419
Subtotal	1,226,962	1,111,616
Less:		
Time deposits with original maturity of over three months:		
– current	(185,655)	(276,419)
– non-current	(30,055)	–
Cash and cash equivalents	1,011,252	835,197
Denominated in:		
– RMB	1,037,438	883,180
– HK\$	44,500	228,436
– US\$	145,024	–
	1,226,962	1,111,616

The RMB is not freely convertible into other currencies, however, under Chinese Mainland's Foreign Exchange Control Regulations and Administration of Settlement, Sale and Payment of Foreign Exchange Regulations, the Group is permitted to exchange RMB for other currencies through banks authorised to conduct foreign exchange business.

Cash at banks earns interest at fixed rates based on daily bank deposit rates. Short-term time deposits are made for varying periods of between one day to three months depending on the immediate cash requirements of the Group, and earn interest at the respective short-term time deposit rates. The bank balances are deposited with creditworthy banks with no recent history of default.

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23. TRADE PAYABLES

An ageing analysis of the trade payables as at the end of the reporting period, based on the invoice date, is as follows:

	2025	2024
	RMB'000	RMB'000
Within 1 month	119,519	93,053
1 to 2 months	13,792	17,021
2 to 3 months	855	2,702
Over 3 months	929	1,259
Total	135,095	114,035

The trade payables are non-interest-bearing and are normally settled on terms of 15 to 60 days.

24. CONTRACT LIABILITIES

	2025	2024
	RMB'000	RMB'000
Contract liabilities	29,434	17,378

Contract liabilities represented the obligations to transfer goods to customers for which the Group has received consideration.

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25. OTHER PAYABLES AND ACCRUALS

	2025 RMB'000	2024 RMB'000
Accruals	56,249	47,378
Payables for purchase of materials and equipment	1,443	1,265
Deposits	1,950	1,165
Salaries and welfare payables	38,657	40,354
Other tax payables	23,101	21,317
Other payables	19,567	12,341
Total	140,967	123,820

Other payables are non-interest-bearing and repayable on demand.

26. OTHER BORROWINGS

	Effective interest rate (%)	Maturity	2025 RMB'000
Other borrowings	–	2026	4,993

For better cash flow for both the Group and the customers, the Group has participated in a supplier finance arrangement established by a customer from a certain bank, the financing provider as well. Both customers and the financing provider are independent third parties.

In this supplier finance arrangement, the Group will receive payments at the original due dates. In order for the financing provider to pay the invoices, the goods must have been received and the invoices must have been approved by the customer. Payments to Group ahead of or at the invoice due date are processed by the finance provider and, in all cases, the customer settles the original invoice by paying the finance provider within six months after the original invoice maturity date, and the customer is liable to pay the full interest to the financing provider. The payment date of each transaction was agreed with the finance provider. As long as the finance provider made payments to the Group, relevant trade receivables will continue to be recognized until the borrowings are settled by the customer.

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27. SHARE CAPITAL

Share	2025 RMB'000	2024 RMB'000
Authorized: 5,000,000,000 (2024: 5,000,000,000) ordinary shares of USD 0.00001 each	336	336
Issued and fully paid: 2,188,514,000 (2024: 2,188,514,000) ordinary shares of USD 0.00001 each	147	147

A summary of movements in the Company's share capital is as follows:

	Number of ordinary shares	Share capital RMB'000
As at 1 January 2024, 31 December 2024 and 2025	2,188,514,000	147

Notes:

There were no movements in the Company's share capital during the year (2024: Nil).

Share options

Details of the Company's share option scheme and the share options issued under the scheme are included in note 28 to the financial statements.

Notes to Financial Statements

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28. SHARE OPTION SCHEME

The Company operates a share option scheme (the “**Share Option Scheme**”) for the purpose of providing incentives and rewards to eligible participants who contribute to the success of the Group’s operations. Eligible participants of the Share Option Scheme include employees (whether full time or part-time) or directors of a member of the Group or associated companies of the Company, consultants, advisors, customers, suppliers, agents, partners or contractors to the Group. The Share Option Scheme became effective from 12 June 2019 and, unless otherwise cancelled or amended, will remain in force for 9.5 years from 12 June 2019.

The total number of shares of the Company which may be issued upon exercise of all share options to be granted under the Share Option Scheme and any other schemes of the Company must not in aggregate exceed 10% of the total number of shares in issue as at the listing date. The 10% limit may be refreshed with the approval by ordinary resolution of the shareholders. The maximum number of shares of the Company which may be issued upon exercise of all outstanding share options granted and yet to be exercised under the Share Option Scheme and any other schemes of the Company must not exceed 30% of the shares of the Company in issue from time to time. The maximum number of shares issued or to be issued upon exercise of share options granted to any one participant in a 12-month period shall not exceed 1% (or 0.1% for any substantive shareholder, independent non-executive director or other associates, see the paragraph below) of the issued shares of the Company.

Share options granted to a director, chief executive or substantial shareholder of the Company, or to any of their associates, are subject to approval in advance by the independent non-executive directors. In addition, any share options granted to a substantial shareholder or an independent non-executive director of the Company, or to any of their associates, in excess of 0.1% of the shares of the Company in issue at any time or with an aggregate value (based on the price of the Company’s shares at the date of grant) in excess of HK\$5 million, within any 12-month period, are subject to shareholders’ approval in advance in a general meeting.

The offer of a grant of share options may be accepted upon payment of a non-refundable nominal consideration of HK\$1.00 by each grantee. The Share Option Scheme does not specify any minimum holding period but the board of directors has the authority to determine the minimum period for which a share option in respect of some or all of the shares forming the subject of the share options must be held before it can be exercised. The exercise period of the share options granted is determinable by the board of directors, and commences on a specified date and ends on a date which is not later than 11 December 2028.

The exercise price of a share option to subscribe for shares of the Company is determinable by the board of directors, but may not be less than the highest of (i) the closing price of the Company’s shares on the Stock Exchange on the date of grant; (ii) the average closing price of the Company’s shares on the Stock Exchange for the five trading days immediately preceding the date of grant; and (iii) the nominal value of the Company’s shares.

Share options do not confer rights on the holders to dividends or to vote at shareholders’ meetings.

Notes to Financial Statements

31 December 2025

28. SHARE OPTION SCHEME (continued)

The following share options were outstanding under the Share Option Scheme of the Company during the year:

2025

Date of grant	Numbers of share options					At 31 December 2025	Exercise period (both dates inclusive)	Exercise price per share
	At 1 January 2025	Granted during the year	Exercised during the year	Forfeited/lapsed during the year				
i 12/06/2019	12,450,000	-	-	-	-	12,450,000	12/06/2020–11/12/2028	HK\$1.468
ii 12/06/2019	19,000,000	-	-	-	-	19,000,000	12/12/2019–11/12/2028	HK\$1.468
iii 12/06/2019	17,242,503	-	-	(609,058)	-	16,633,445	12/06/2019–11/12/2028	HK\$1.468
iv 12/06/2019	13,200,000	-	-	-	-	13,200,000	12/06/2020–11/12/2028	HK\$1.468
	61,892,503	-	-	(609,058)	-	61,283,445		

2024

Date of grant	Numbers of share options					At 31 December 2024	Exercise period (both dates inclusive)	Exercise price per share
	At 1 January 2024	Granted during the year	Exercised during the year	Forfeited during the year				
i 12/06/2019	12,450,000	-	-	-	-	12,450,000	12/06/2020–11/12/2028	HK\$1.468
ii 12/06/2019	19,000,000	-	-	-	-	19,000,000	12/12/2019–11/12/2028	HK\$1.468
iii 12/06/2019	17,242,503	-	-	-	-	17,242,503	12/06/2019–11/12/2028	HK\$1.468
iv 12/06/2019	13,400,000	-	-	(200,000)	-	13,200,000	12/06/2020–11/12/2028	HK\$1.468
	62,092,503	-	-	(200,000)	-	61,892,503		

Notes to Financial Statements

31 December 2025

28. SHARE OPTION SCHEME (continued)

The Group recognised no share option expense during the year ended 31 December 2025 (2024: RMB127,000).

The fair value of equity-settled share options was estimated as at the date of grant using a binomial model, taking into account the terms and conditions upon which the options were granted. The following table lists the inputs to the model used:

Principal valuation parameter	12 June 2019
Share price (HK\$ per share)	1.40
Exercise price (HK\$ per share)	1.468
Risk-free interest rate (%)	1.66
Expected life of options (years)	9.50
Expected volatility (%)	40.63
Expected dividend yield (%)	0.75
Early exercise behaviour	280% of the exercise price for share options granted to directors, 220% of the exercise price for share options granted to employees

The expected life of the share options is the contractual life to maturity of the share options, and is not necessarily indicative of the exercise patterns that may occur. The expected volatility reflects the assumption that the historical volatility is indicative of future trends, which may also not necessarily be the actual outcome.

No other feature of the options granted was incorporated into the measurement of fair value.

No share options are exercised during the year.

At 31 December 2025, the Company had 61,283,445 share options outstanding under the Scheme and all of them were unvested. The exercise in full of the outstanding share options would, under the present capital structure of the Company, result in the issue of 61,283,445 additional ordinary shares of the Company and additional share capital of RMB4,307 and share premium of RMB81,257,372 (before issue expenses).

At the date of approval of these financial statements, the Company had 61,283,445 share options outstanding under the Scheme, which represented approximately 2.8% of the Company's shares in issue as at that date.

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29. SHARE AWARD SCHEME

A share award scheme was adopted on 28 March 2022 (the “**Share Award Scheme**”). The Share Award Scheme is a share incentive scheme and is established to recognise the contributions by certain selected persons and to attract suitable individuals with experience and ability to further development and expansion of the Group.

The awarded shares will be acquired by an independent trustee (the “**Trustee**”) from the open market by utilizing the Company’s resources provided to the Trustee.

During the year, the Company repurchase 7,000,000 ordinary shares (2024: Nil).

Subject to any early termination as may be determined by the board of directors pursuant to the terms of the Share Award Scheme, the scheme will be valid and effective for a term of 10 years commencing on the date of the trustee deed.

On 11 May 2022, the Company granted 18,800,000 shares to certain employees, which was subject to satisfaction of certain service period for one year and performance target for the year 2022. The fair value of the granted shares is estimated using the Finnerty model (HK\$0.38) on the day of the grant, amounting to HK\$7,100,000 (equivalent to approximately RMB6,086,000). Since the adoption date and up to 31 December 2025, a total of 17,240,000 awarded shares had been awarded under the Share Award Scheme.

On 25 May 2023, the Company granted 7,200,000 shares to certain employees, which was subject to satisfaction of certain service period for one year and performance target for the year 2023. The fair value of the granted shares is estimated using the Finnerty model (HK\$0.38) on the day of the grant, amounting to HK\$2,736,000 (equivalent to approximately RMB2,462,000). Since the adoption date and up to 31 December 2025, a total of 5,400,000 awarded shares had been awarded under the Share Award Scheme.

On 25 May 2024, the Company granted 7,400,000 shares to certain employees, which was subject to satisfaction of certain service period for one year and performance target for the year 2024. The fair value of the granted shares is estimated using the Finnerty model (HK\$0.56) on the day of the grant, amounting to HK\$4,134,000 (equivalent to approximately RMB3,764,000). Since the adoption date and up to 31 December 2025, a total of 7,400,000 awarded shares had been awarded under the Share Award Scheme.

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29. SHARE AWARD SCHEME (continued)

On 1 Sep 2024, the Company granted 1,500,000 shares to certain employee, which was subject to satisfaction of certain service period for one year. The fair value of the granted shares is estimated using the Finnerty model (HK\$0.41) on the day of the grant, amounting to HK\$621,000 (equivalent to approximately RMB566,000). Since the adoption date and up to 31 December 2025, a total of 1,500,000 awarded shares had been awarded under the Share Award Scheme.

On 3 November 2025, the Company granted 202,023 shares to certain employee, which was subject to satisfaction of certain service period for three years. The fair value of the granted shares is estimated using the Finnerty model (HK\$1.15) on the day of the grant, amounting to HK\$232,000 (equivalent to approximately RMB212,000).

The Group recognised a share award expense of RMB1,790,000 for the year ended 31 December 2025 (2024: RMB2,926,000).

As at 31 December 2025, 15,105,977 shares (2024: 17,208,000 shares) of the Company were held by the Trustee and have yet to be awarded. These shares do not confer rights on the holders to dividends or to vote at shareholders' meetings.

30. RESERVES

The amounts of the Group's reserves and the movements therein for the current year and prior year are presented in the consolidated statement of changes in equity on page 79 of financial statements.

(a) Share premium

The share premium represents the difference between the par value of the shares issued and the consideration paid.

(b) Merger reserve

The merger reserve represents the difference between the aggregate of the paid-up share capital of the subsidiaries and the consideration paid by the Group for the business combination under common control.

Notes to Financial Statements

31 December 2025

30. RESERVES (continued)

(c) Exchange fluctuation reserve

The exchange fluctuation reserve comprises all relevant exchange differences arising from the translation of the financial statements of foreign operations.

(d) Statutory surplus reserve

In accordance with the Company Law of Chinese Mainland, each of the Company's subsidiaries registered in Chinese Mainland is required to appropriate 10% of the annual statutory profit after tax (after offsetting any prior years' losses), determined in accordance with Chinese Mainland Generally Accepted Accounting Principles, to the statutory reserve until the balance of the reserve fund reaches 50% of the entity's registered capital. The statutory reserve can be utilised to offset prior years' losses or to increase capital, provided the remaining balance of the statutory reserve is not less than 25% of the registered capital.

(e) Share-based payment reserve

The share-based payment reserve comprises the fair value of the restricted shares granted, as further explained in note 29 to the financial statements.

Notes to Financial Statements

31 December 2025

31. NOTES TO THE CONSOLIDATED STATEMENT OF CASH FLOWS

(a) Changes in liabilities arising from financing activities

2025

	Lease liabilities RMB'000
At 1 January 2025	11,842
New leases	751
Accretion of interest expenses	362
Interest paid	(362)
Principal elements of lease payments	(5,610)
At 31 December 2025	6,983

2024

	Lease liabilities RMB'000
At 1 January 2024	5,715
New leases	11,555
Accretion of interest expenses	377
Interest paid	(377)
Principal elements of lease payments	(5,428)
At 31 December 2024	11,842

(b) The total cash outflow for leases included in the consolidated statement of cash flows is as follows:

	2025 RMB'000	2024 RMB'000
Within operating activities	2,454	2,908
Within financing activities	5,972	5,805
Total	8,426	8,713

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32. COMMITMENTS

The Group had the following contractual commitments at the end of the reporting period:

	2025 RMB'000	2024 RMB'000
Capital commitments	4,449	881

As at 31 December 2024 and 2025, the amounts of the capital commitments were related to the purchase of property, plant and equipment.

33. RELATED PARTY TRANSACTIONS

(a) In addition to the transactions detailed elsewhere in the financial statements, the Group had the following transactions with related parties during the year:

(1) Sales of goods to related parties:

	Note	2025 RMB\$'000	2024 RMB\$'000
Related Parties:			
Pepsico Foods (China) Co., Ltd.	(i)	-	231

Note:

- (i) The sales prices offered to Pepsico Foods (China) Co, Ltd. were made according to the published prices. The related party transaction also constitutes connected transactions or continuing connected transactions as defined in Chapter 14A of the Listing Rules.

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33. RELATED PARTY TRANSACTIONS (continued)

(b) Outstanding balances with related parties

(1) Amounts due from related parties:

	Note	2025 RMB'000	2024 RMB'000
Yang Zhuoya		17	17
Shenzhen Jingya Natural Food Science and Technology Co Ltd.,	(i)	10,098	10,098
Impairment loss		(10,098)	(10,098)
Total		17	17

Note:

- (i) The balance of amounts due from related party are unsecured, interest-free and repayable on demand, and it is trade in nature.

(c) Compensation of key management personnel of the Group:

	2025 RMB'000	2024 RMB'000
Short term employee benefits	8,864	6,494
Post-employment benefits	21	19
Equity-settled share award expense	121	–
Equity-settled share option expense	–	40
Total	9,006	6,553

Further details of directors' and the chief executive's emoluments are included in note 8 to the financial statements.

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34. FINANCIAL INSTRUMENTS BY CATEGORY

The carrying amounts of each category of financial instruments as at the end of the reporting period are as follows:

Financial assets at amortised cost

	2025 RMB'000	2024 RMB'000
Trade and bills receivables	272,162	223,691
Financial assets included in prepayments, other receivables and other assets	26,936	12,112
Amounts due from related parties	17	17
Financial assets at fair value through profit or loss	1,648	11,226
Time deposit	215,710	276,419
Cash and cash equivalent	1,011,252	835,197
Total	1,527,725	1,358,662

Financial assets at Fair value through profit or loss

	2025 RMB'000	2024 RMB'000
Listed equity investments, at fair value	1,648	1,226
Other unlisted investments, at fair value	-	10,000
Total	1,648	11,226

Notes to Financial Statements

31 December 2025

34. FINANCIAL INSTRUMENTS BY CATEGORY (continued)

Financial liabilities at amortised cost

	2025 RMB'000	2024 RMB'000
Trade payables	135,095	114,035
Other borrowings	4,993	–
Financial liabilities included in other payables and accruals	56,974	34,177
Total	197,062	148,212

TRANSFERRED FINANCIAL ASSETS THAT ARE NOT DERECOGNIZED IN THEIR ENTIRELY

Details of transferred financial assets are further explained in note 26 to the financial statements.

35. FAIR VALUE AND FAIR VALUE HIERARCHY OF FINANCIAL INSTRUMENTS

The carrying amounts and fair values of the Group's financial instruments, other than those with carrying amounts that reasonably approximate to fair values, are as follows:

	Carrying amounts		Fair values	
	2025 RMB'000	2024 RMB'000	2025 RMB'000	2024 RMB'000
Financial assets				
Financial assets at fair value through profit or loss	1,648	11,226	1,648	11,226

Management has assessed that the fair values of cash and cash equivalents and bank deposits, trade and bills receivables, amounts due from related parties, financial assets included in prepayments, other receivables and other assets, financial liabilities included in other payables and accruals and trade payables approximate to their carrying amounts largely due to the short term maturities of these instruments.

The Group's finance department headed by the finance manager is responsible for determining the policies and procedures for the fair value measurement of financial instruments. At each reporting date, the finance department analyses the movements in the values of financial instruments and determines the major inputs applied in the valuation. The directors review the results of the fair value measurement of financial instruments periodically for financial reporting.

Notes to Financial Statements

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35. FAIR VALUE AND FAIR VALUE HIERARCHY OF FINANCIAL INSTRUMENTS

(continued)

The fair values of the financial assets and liabilities are included at the amount at which the instrument could be exchanged in a current transaction between willing parties, other than in a forced or liquidation sale. The following methods and assumptions were used to estimate the fair values:

The fair values of listed equity investments are based on quoted market prices.

The Group invests in unlisted investments, which represent wealth management products issued by banks in Chinese Mainland and investment funds issued by the financial institution. The Group has estimated the fair value of these unlisted investments by using a discounted cash flow valuation model based on the market interest rates of instruments with similar terms and risks.

Fair value hierarchy

The following tables illustrate the fair value measurement hierarchy of the Group's financial instruments:

Assets measured at fair value:

As at 31 December 2025

	Fair value measurement using			Total RMB'000
	Quoted prices in active markets (Level 1) RMB'000	Significant observable inputs (Level 2) RMB'000	Significant unobservable inputs (Level 3) RMB'000	
Listed equity investments, at fair value	1,648	-	-	1,648

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35. FAIR VALUE AND FAIR VALUE HIERARCHY OF FINANCIAL INSTRUMENTS

(continued)

Fair value hierarchy (continued)

As at 31 December 2024

	Fair value measurement using			Total RMB'000
	Quoted prices in active markets (Level 1) RMB'000	Significant observable inputs (Level 2) RMB'000	Significant unobservable inputs (Level 3) RMB'000	
Listed equity investments, at fair value	1,226	–	–	1,226
Other unlisted investments, at fair value	–	10,000	–	10,000
Total	1,226	10,000	–	11,226

36. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The Group's principal financial instruments comprise, cash and cash equivalents and Bank Deposits. The main purpose of these financial instruments is to raise finance for the Group's operations. The Group has various other financial assets and liabilities such as trade receivables and trade payables, which arise directly from its operations

The main risks arising from the Group's financial instruments are foreign currency risk, credit risk and liquidity risk. The directors review and agree policies for managing each of these risks and they are summarised below.

Foreign currency risk

Foreign currency risk is the risk of loss resulting from changes in foreign exchange rates. Fluctuations in exchange rates between RMB and other currencies in which the Group conducts business may affect the Group's financial condition and results of operations. The Group currently does not have a foreign currency hedging policy. However, management monitors foreign exchange exposure and will consider hedging significant foreign currency exposure should the need arise.

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36. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

Foreign currency risk (continued)

The following table demonstrates the sensitivity at the end of the reporting period to a reasonably possible change in HK\$ exchange rate, with all other variables held constant, of the Group's profit before tax and equity.

	Increase/ (decrease) in exchange rate (%)	Increase/ (decrease) in profit/(loss) before tax and equity RMB'000
2025		
If RMB weakens against HK\$	5	2,164
If RMB strengthens against HK\$	(5)	(2,164)
If RMB weakens against USD\$	5	7,299
If RMB strengthens against USD\$	(5)	(7,299)
2024		
If RMB weakens against HK\$	5	9,899
If RMB strengthens against HK\$	(5)	(9,899)

Credit risk

The Group sells its products to end-customers via a chain of retail outlets or over third-party online retail platforms. It is the Group's policy that all sales channels who wish to trade on credit terms are subject to credit verification procedures. In addition, receivable balances are monitored on an ongoing basis.

The credit risk of the Group's other financial assets, which comprise cash and cash equivalents and bank deposits, restricted bank deposits, deposits and other receivables, and amounts due from a director and related parties, arises from default of the counterparty, with a maximum exposure equal to the carrying amounts of these instruments.

Notes to Financial Statements

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36. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

Credit risk (continued)

Maximum exposure and year-end staging

The tables below show the credit quality and the maximum exposure to credit risk based on the Group's credit policy, which is mainly based on past due information unless other information is available without undue cost or effort, and year-end staging classification as at 31 December 2025. The amounts presented are gross carrying amounts for financial assets.

As at 31 December 2025

	12-month ECLs		Lifetime ECLs		
	Stage 1 RMB'000	Stage 2 RMB'000	Stage 3 RMB'000	Simplified	Total RMB'000
				approach RMB'000	
Trade receivables*	-	-	-	265,704	265,704
Bills receivables	9,834	-	-	-	9,834
Financial assets included in prepayments, other receivables and other assets					
– Normal**	26,936	-	-	-	26,936
– Doubtful**	-	-	3,228	-	3,228
Amounts due from related parties					
– Normal**	17	-	-	-	17
– Doubtful**	-	-	10,098	-	10,098
Cash and bank deposit					
– Not yet past due	1,226,962	-	-	-	1,226,962
Total	1,263,749	-	13,326	265,704	1,542,779

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36. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

Credit risk (continued)

Maximum exposure and year-end staging (continued)

As at 31 December 2024

	12-month		Lifetime ECLs		
	ECLs		Stage 3	Simplified	Total
	Stage 1	Stage 2			
	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000
Trade receivables*	–	–	–	224,079	224,079
Bills receivables	2,089	–	–	–	2,089
Financial assets included in prepayments, other receivables and other assets					
– Normal**	12,112	–	–	–	12,112
– Doubtful**	–	–	3,228	–	3,228
Amounts due from related parties					
– Normal**	17	–	–	–	17
– Doubtful**	–	–	10,098	–	10,098
Cash and bank deposit					
– Not yet past due	1,111,616	–	–	–	1,111,616
Total	1,125,834	–	13,326	224,079	1,363,239

* For trade receivables to which the Group applies the simplified approach for impairment, information based on the provision matrix is disclosed in note 19 to the financial statements.

** The credit quality of the financial assets included in prepayments, other receivables and other assets, and amounts due from related parties is considered to be “normal” when they are not past due and there is no information indicating that the financial assets had a significant increase in credit risk since initial recognition. Otherwise, the credit quality of the financial assets is considered to be “doubtful”.

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36. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

Credit risk (continued)

Maximum exposure and year-end staging (continued)

Since the Group trades only with the end-customers, there is no requirement for collateral. Concentrations of credit risk are managed by customer/counterparty and by geographical region. There are no significant concentrations of credit risk within the Group as the sales channel bases of the Group's trade receivables are widely dispersed in a large number of diversified retail outlets or on third-party online retail platforms.

At the end of the reporting period, the Group had certain concentrations of credit risk as 49.96% (2024: 42.78%) and 52.48% (2024: 46.67%) of the Group's trade receivables were due from the Group's largest customer and five largest customers, respectively.

Further quantitative data in respect of the Group's exposure to credit risk arising from trade receivables and other receivables are disclosed in notes 19 and 20 to the financial statements.

Liquidity risk

The Group's objective is to maintain a balance between continuity of funding and flexibility through the use of interest-bearing borrowings. The Group regularly reviews its major funding positions to ensure that it has adequate financial resources in meeting its financial obligations.

The maturity profile of the Group's financial liabilities as at the end of the reporting period, based on the contractual undiscounted payments, was as follows:

As at 31 December 2025

	Less than 12 months or on demand RMB'000	1 to 5 years RMB'000	Total RMB'000
Trade and bill payables	134,865	230	135,095
Lease liabilities	4,918	2,250	7,168
Other borrowings	4,993	–	4,993
Financial liabilities included in other payables and accruals	50,885	6,089	56,974
	195,661	8,569	204,230

Notes to Financial Statements

31 December 2025

36. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

Liquidity risk (continued)

As at 31 December 2024

	Less than 12 months or on demand RMB'000	1 to 5 years RMB'000	Total RMB'000
Trade and bill payables	114,035	–	114,035
Lease liabilities	5,616	6,921	12,537
Financial liabilities included in other payables and accruals	33,735	442	34,177
	153,386	7,363	160,749

Capital management

The primary objectives of the Group's capital management are to safeguard the Group's ability to continue as a going concern and to maintain healthy capital ratios in order to support its business and maximise the shareholders' value.

The Group manages its capital structure and makes adjustments to it in light of changes in economic conditions. To maintain or adjust the capital structure, the Group may adjust the dividend payment to the shareholders, return capital to the shareholders or issue new shares. The Group is not subject to any externally imposed capital requirements. No changes were made in the objectives, policies or processes for managing capital during the reporting periods.

Notes to Financial Statements

31 December 2025

36. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

Capital management (continued)

The Group monitors capital using a gearing ratio, which is interest-bearing debt divided by total assets. Total Interest-bearing debt includes lease liabilities. The Group's policy is to maintain the gearing ratio at a reasonable level. The gearing ratios as at the end of the reporting periods were as follows:

	31 December 2025 RMB'000	31 December 2024 RMB'000
Lease liabilities	6,983	11,842
Total debts	6,983	11,842
Total assets	2,077,532	1,837,387
Gearing ratio	0.34%	0.64%

37. EVENTS AFTER THE REPORTING PERIOD

The Group had no significant subsequent events after 31 December 2025 which are required to be disclosed as at the date of the financial statement.

Notes to Financial Statements

31 December 2025

38. STATEMENT OF FINANCIAL POSITION OF THE COMPANY

Information about the statement of financial position of the Company at the end of the reporting period is as follows:

	2025 RMB'000	2024 RMB'000
NON-CURRENT ASSETS		
Investments in subsidiaries	104,142	106,769
Total non-current assets	104,142	106,769
CURRENT ASSETS		
Amounts due from subsidiaries	96,152	462,857
Amounts due from related party	17	17
Other receivables	349	–
Time deposit	–	15,742
Cash and cash equivalent	15,009	1,733
Total current assets	111,527	480,349
CURRENT LIABILITIES		
Amounts due to subsidiaries	20,068	18,335
Other payables	2,069	1,531
Total current liabilities	22,137	19,866
NET CURRENT ASSET	89,390	460,483
TOTAL ASSETS LESS CURRENT LIABILITIES	193,532	567,252
NET ASSETS	193,532	567,252
EQUITY		
Share capital	147	147
Reserves (note 30)	193,385	567,105
Total equity	193,532	567,252

Notes to Financial Statements

31 December 2025

38. STATEMENT OF FINANCIAL POSITION OF THE COMPANY (continued)

A summary of the Company's reserves is as follows:

	Shares held for the share award scheme RMB'000	Share premium RMB'000	Share option reserve RMB'000	Share award reserve RMB'000	Exchange fluctuation reserve RMB'000	Accumulated losses RMB'000	Total RMB'000
At 1 January 2024	(10,978)	1,101,382	28,708	1,629	2,726	(487,714)	635,753
Loss for the year	-	-	-	-	-	(13,846)	(13,846)
Translation from functional currency to presentation currency	-	-	-	-	12,666	-	12,666
Total comprehensive loss for the year	-	-	-	-	12,666	(13,846)	(1,180)
Equity-settled share option arrangements	-	-	127	-	-	-	127
Equity-settled share award expense	-	-	-	2,926	-	-	2,926
Transfer of share option reserve upon the forfeiture or expiry of share options	-	-	(106)	-	-	106	-
Dividend paid	-	(70,521)	-	-	-	-	(70,521)
Share award scheme	2,886	(882)	-	(2,004)	-	-	-
At 31 December 2024 and 1 January 2025	(8,092)	1,029,979	28,729	2,551	15,392	(501,454)	567,105
Loss for the year	-	-	-	-	-	76,294	76,294
Translation from functional currency to presentation currency	-	-	-	-	(3,278)	-	(3,278)
Total comprehensive loss for the year	-	-	-	-	(3,278)	76,294	73,016
Share Repurchase for Share Award Scheme	(6,970)	(12)	-	-	-	-	(6,982)
Equity-settled share award expense	-	-	-	1,790	-	-	1,790
Vested awarded shares transferred to employees	4,751	(422)	-	(4,329)	-	-	-
Reversal of Dividend Receivable	-	-	-	-	-	(361,680)	(361,680)
Dividend paid	-	(79,864)	-	-	-	-	(79,864)
At 31 December 2025	(10,311)	949,681	28,729	12	12,114	(786,840)	193,385

39. APPROVAL OF THE FINANCIAL STATEMENTS

The financial statements were approved and authorised for issue by the board of directors on 30 March 2026.

Financial Summary

CONSOLIDATED RESULTS

	Note	FY2025 RMB'000	FY2024 RMB'000	FY2023 RMB'000	FY2022 RMB'000	FY2021 RMB'000
Revenue		2,525,591	2,060,367	1,845,275	1,719,074	1,610,322
Cost of sales		(883,050)	(704,080)	(663,791)	(620,690)	(471,876)
Gross profit		1,642,541	1,356,287	1,181,484	1,098,384	1,138,446
Other income and gains		22,014	20,274	19,494	16,525	12,266
Selling and distribution expenses		(1,234,631)	(1,043,438)	(897,111)	(890,953)	(954,443)
Administrative expenses		(99,668)	(106,072)	(100,405)	(79,031)	(81,561)
Reversal of impairment/ (Impairment loss) on financial assets		(1,817)	(15)	(16,164)	(5,958)	3,497
Other expenses		(2,261)	(7,098)	(950)	(1,067)	(3,702)
Finance costs		(362)	(377)	(414)	(647)	(821)
Profit/(Loss) before tax		325,816	219,561	185,934	137,253	113,682
Income tax credit/(expenses)		(60,131)	(31,703)	(33,559)	(20,791)	(27,151)
Profit/(Loss) for the year		265,685	187,858	152,375	116,462	86,531
Attributable to:						
Owners of the parent		265,685	187,858	152,375	116,462	86,531
Adjusted net profit/(loss)	1	265,685	187,858	152,375	116,462	86,531

Note 1: Adjusted net profit/(loss) represents profit/(loss) for the year before loss on fair value changes of convertible and redeemable preferred shares and listing expenses. Adjusted net profit/(loss) is not a standard measure under HKFRSs. To supplement the Group's consolidated financial statements which are presented in accordance with HKFRSs, the Group has presented adjusted net profit/(loss) as an additional measure to evaluate the financial performance of the Group by considering the impact of certain items that the Group believes is frequently used by analysts, investors and other interested parties in the evaluation of companies in the industry that the Group operates and by eliminating the impact of certain unusual and non-recurring item that the Group does not consider indicative of the performance of the Group's business.

Financial Summary

CONSOLIDATED ASSETS AND LIABILITIES

	As at 31 December				
	2025 RMB'000	2024 RMB'000	2023 RMB'000	2022 RMB'000	2021 RMB'000
Total assets	2,077,532	1,837,387	1,681,356	1,518,854	1,398,043
Total liabilities	382,501	317,095	285,589	280,799	273,804
Total equity	1,695,031	1,520,292	1,395,767	1,238,055	1,124,239

Definitions

In this annual report, unless the context otherwise requires, the following expressions shall have the following meanings:

“AGM”	the annual general meeting of the Company to be held on 22 May 2026 for the year ended 31 December 2025
“Articles” or “Articles of Association”	the articles of association of the Company as amended from time to time
“Audit Committee”	the audit committee of the Board
“Awarded Share(s)”	the awarded shares under the Share Award Scheme
“Board of Directors” or “Board”	our board of Directors
“China” or “PRC”	the People’s Republic of China, which for the purpose of this annual report and for geographical reference only, excludes Hong Kong, Macau and Taiwan
“CG Code”	the Corporate Governance Code as contained in Appendix C1 to the Listing Rules
“Company” or “our Company”	Natural Food International Holding Limited (五谷磨房食品國際控股有限公司) (formerly known as Roomy Development Holdings Limited), a limited liability company incorporated under the laws of the BVI on 30 November 2009 and registered by way of continuation to the Cayman Islands on 11 May 2018 as an exempted company with limited liability under the laws of the Cayman Islands
“Date of the Annual Report”	30 March 2026, the date of this annual report
“Deed of Non-competition”	a deed of non-competition entered into by Mr. ZHANG Zejun and Natural Capital and our Company dated 22 November 2018 regarding non-competition undertakings given by Mr. ZHANG Zejun and Natural Capital in favor of our Company
“Director(s)”	The director(s) of the Company or any one of them
“Global Offering”	the Hong Kong public offering and the international offering of Shares as described in the Prospectus
“Group”	the Company and its subsidiaries

Definitions

“Guangzhou Natural Food”	Natural Food (Guangzhou) Co., Ltd. (五谷磨房(廣州)食品有限責任公司), a company established under the laws of the PRC on 16 March 2016 and an indirect wholly-owned subsidiary of the Company
“HK\$”	Hong Kong dollars and cents, both are the lawful currency of Hong Kong
“Hong Kong”	the Hong Kong Special Administrative Region of the PRC
“Listing Date”	12 December 2018, on which the Shares were listed and from which dealings therein were permitted to take place on the Stock Exchange
“Listing Rules”	the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (as amended from time to time)
“Model Code”	the Model Code for Securities Transactions by Directors of Listed Issuers as contained in Appendix C3 to the Listing Rules
“Natural Capital”	Natural Capital Holding Limited, a limited liability company incorporated under the laws of the BVI on 3 June 2011, which is wholly-owned by Paddy Aroma Investment Limited under the Zhang Family Trust (which Mr. ZHANG Zejun is the settlor) and is the controlling Shareholder of the Company
“Natural Food HK”	Natural Food International Group Limited 五谷磨房食品集團有限公司 (formerly known as Natural Food International Group Limited 香雅國際集團有限公司), a limited liability company incorporated under the laws of Hong Kong on 14 January 2009 and a direct wholly-owned subsidiary of the Company
“Period 2024”	the year ended 31 December 2024
“Prospectus”	the prospectus of the Company dated 29 November 2018
“RMB”	Renminbi, the lawful currency of the PRC
“Report”	the annual report for the year ended 31 December 2025
“Reporting Period”	the year ended 31 December 2025

Definitions

“SFO”	Securities and Futures Ordinance (Chapter 571 of The Laws of Hong Kong)
“Share Option”	the share options granted under the Share Option Scheme
“Share Award Scheme”	the share award scheme that the Company adopted pursuant to a resolution passed by the Board on 28 March 2022
“Share Option Scheme”	the share option scheme that the Company conditionally adopted pursuant to a resolution passed by our Shareholders on 19 November 2018
“Shareholder(s)”	holder(s) of Shares
“Share(s)”	common shares in the capital of our Company with nominal value of US\$0.00001 each
“Shenzhen Fuya”	Fuya Foods Technology (Shenzhen) Company Limited (馥雅食品科技(深圳)有限公司), a company established under the laws of the PRC on 4 June 2009 and an indirect wholly-owned subsidiary of the Company
“Shenzhen Xiangya”	Shenzhen Xiangya Foods Company Limited (深圳市香雅食品有限公司), a company established under the laws of the PRC on 9 March 2007 and an indirect wholly-owned subsidiary of our Company
“Stock Exchange”	The Stock Exchange of Hong Kong Limited